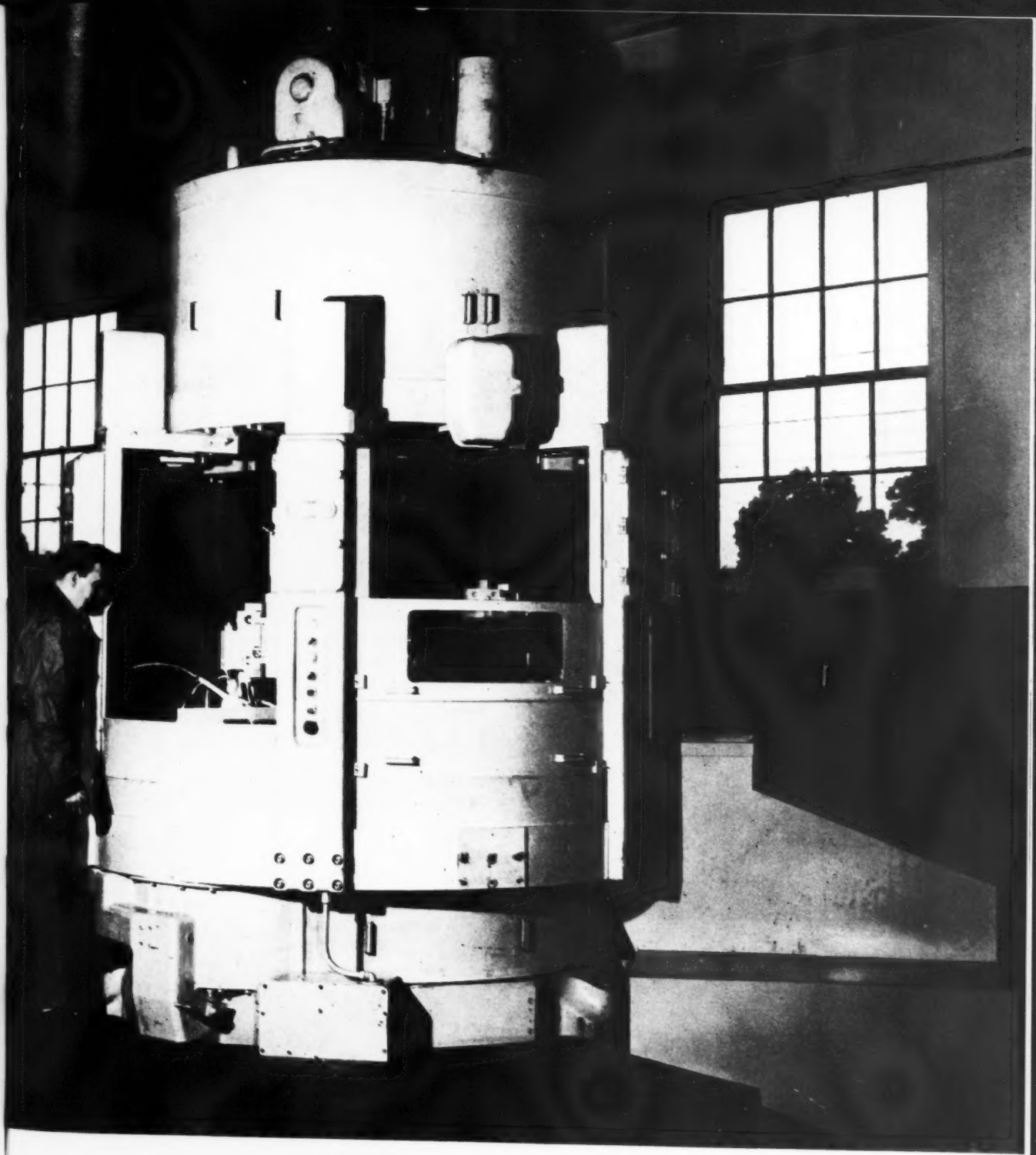

Connecticut INDUSTRY

AUGUST 1955

"We Held a Nation-Wide Sales Conference For Only $279

—says Jack Emerson, Production Manager of Marlin Industrial Division

"Last month we needed to introduce a new service to 15 of our field men across the country. We wanted them to share our enthusiasm for it . . . and wanted their direct reactions. But we estimated it would cost at least $3,000 to bring them back to the home office.

"At the suggestion of a Long Distance Representative from the telephone company, President Milton Small wisely decided to hold the meeting *by phone*. And, sure enough, two 'Conference Calls' did the trick! We just gave the names and phone numbers of our men to the Operator. She did the rest — notified them all in advance . . . and then connected us by phone at the specified time.

"It was like being in the same room! We got acquainted again; we talked things over for nearly an hour and a half. So it was a good morale builder as well as a successful meeting. And we saved a lot of money holding it by phone."

That's how one New England firm solved a particular problem. And others are discovering the convenience and economy of a "Conference Call." Find out how *you* can profit from this and other special long distance services. Just call your telephone business office and ask for a Long Distance Representative. He'll be glad to help you.

• • •

MARLIN Industrial Division in New Haven, Connecticut, is known nationally for its employee bulletin board services. Thousands of these services are in use in firms that read like the "Who's Who's" of business. Marlin also supplies current news photos and personalized employee bulletins based on copy supplied by its customers.

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

VOL. 33 - NO. 8 - AUGUST, 1955

L. M. BINGHAM, *Editor*

IN THIS ISSUE

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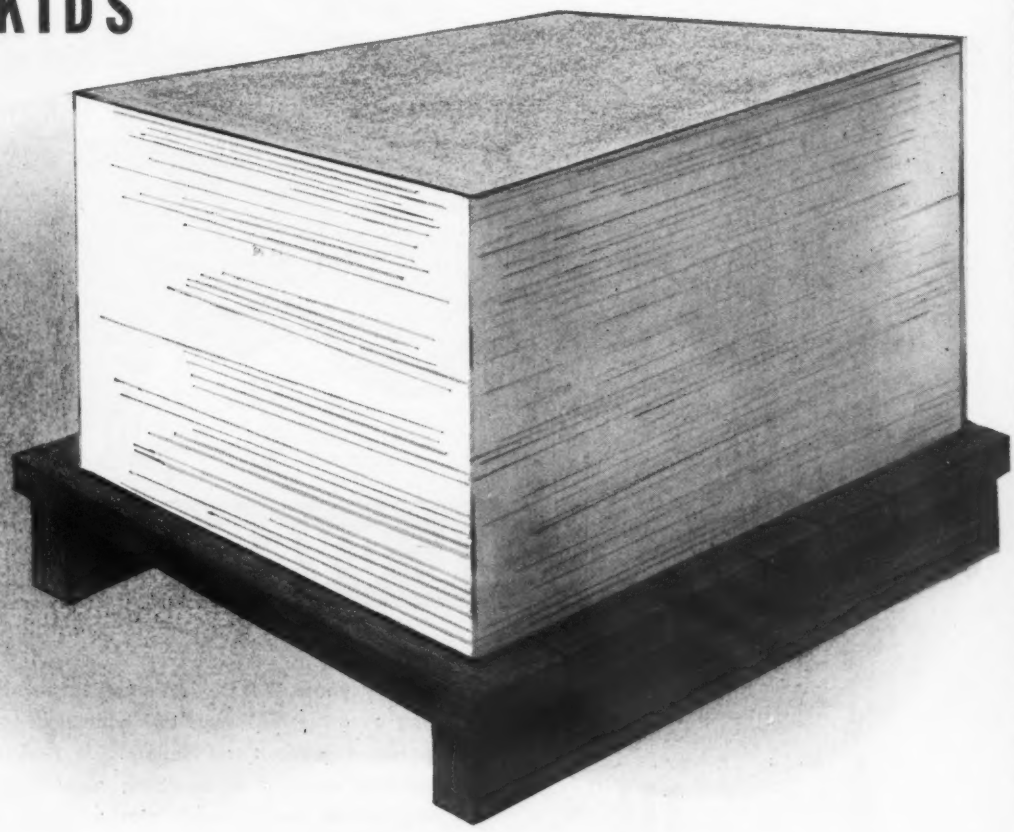
BUSINESS IS BETTER....

ON THE SKIDS



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T.A.D. JONES & CO. INC.
ALL OVER THE MAP!
For thirty years, T.A.D. Jones delivery-trucks have been rolling over the highways of Connecticut and Massachusetts, bringing a prompt and dependable fuel-service to the tanks and bunkers of southern New England's industry. While not so conspicuously marked as to sound, the volume of our barge- and rail-deliveries is equally important to this
T.A.D. JONES & CO. INC.

G. A. W.* - A New Opportunity For Management?

By WARREN L. MOTTRAM, *Vice President***
R. Wallace & Sons Mfg. Co., Wallingford

No American business man today can help but look back enviously, at times, to the simplicity of business in the days of his forebears. Yet, in this present period with it's new responsibilities—now complicated by G.A.W.—we have made our greatest progress.

It is estimated that one half of our present national working force is engaged in the production and sales of things unheard of generally fifty years ago. It was during this same period (1902-1952) that we attained our greatest productivity. And with this increased productivity we have reached a standard of living unmatched anywhere. Yet many will agree we have not yet reached maximum efficiency in production. Neither have we reached the ultimate in our standard of living. This is most easily visualized when we look outside of our great country and note what others have or, more importantly at the moment, have not done.

Until recently, it was somewhat of a mystery why workmen in other countries, particularly in Europe, had not matched the high productivity of American workers even when supplied with American equipment and American know-how. Now, however, students of the problem are in general agreement that the answer lies mainly in the difference between the attitude of the American workmen and the attitude of the European workmen.

One writer in discussing the importance of attitudes states that the secret of getting goods produced at a profit lies in the ability to get individuals to produce more because they want to rather than because they are forced to. To add emphasis to this statement we find another writer summing up his belief in the words "productivity is an attitude". Another believes that, to many, "attitudes are more important than facts".

In spite of these indications that attitudes of employees are all important for maximum success, we find that, as yet, the money spent on research in this field of social science is pitifully small. For example, it is currently estimated that only one-thirtieth of America's total four billion dollar research budget is being spent in the field of social science.

While much remains to be done in research there is much that we as business leaders can do in discharging our responsibilities. For example, it is recognized that most people are willing to let others do their thinking for them. Studies in this country reveal that 95% of our citizens look to others for leadership. When told of this a successful European business man stated that in his experience the ratio was 99 to 1. Whether 95 to 5 or 99 to 1, the lesson is clear: there is a great opportunity for business men to dominate this group.

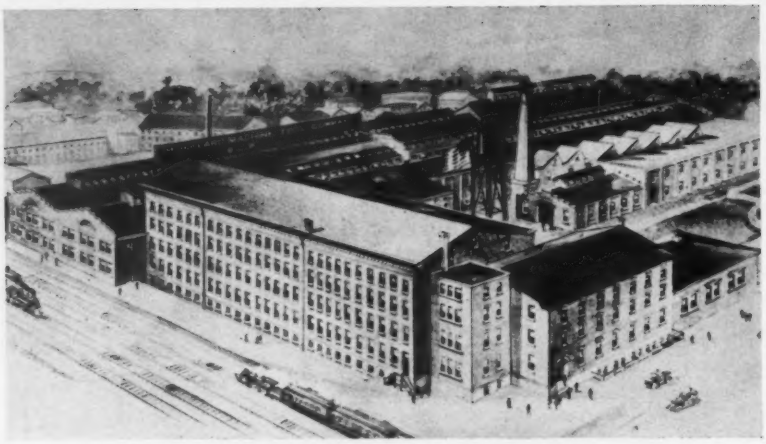
This same European business man then pointed out a common weakness when he stated that many leaders brag about their willingness to meet the other fellow half way. Very few victories were ever won by meeting the enemy but half way. A real leader must go more than half way. This does not call for sacrificing principle or agreeing to unsound propositions. It does call for a real attempt to understand the other fellow's thinking. It also offers an opportunity to do a selling job.

And it is here that G.A.W. offers us an opportunity. The seriousness of the G.A.W. issue should compel us to give this matter of human relations more than it's usual amount of attention. We are bound to profit as a result of such action. For we, as business leaders, will have a better understanding of our employees. And of equal importance, our employees will better understand our problems. If our approach is proper we shall find that the employees' attitude toward their work will improve. And with this better understanding and better attitude we will all benefit.

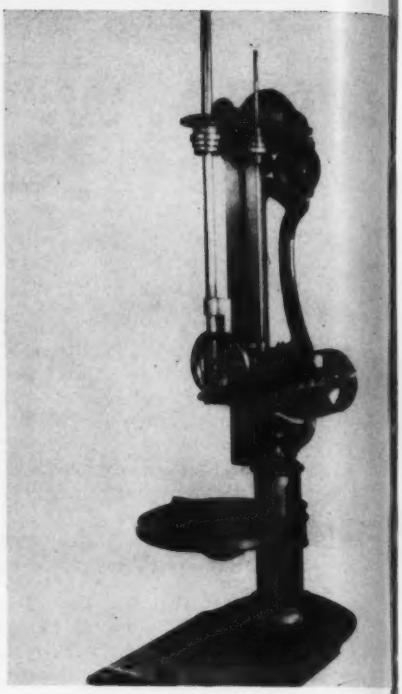
To those who feel inclined to lose courage, let us recall that during the past fifty years, the period in which we have made our greatest progress, the most successful managements have been the ones who have changed their basic attitude toward their employees. They are the ones who found that employees work best when they feel they are a part of the team and who believes that management's basic function is the development of people. These successful managements are the ones who believe that their greatest chance for further gain lies in the field of human relations. They are the ones who believe that the next twenty-five years will go down in history as an era of Human Engineering.

**Guaranteed Annual Wage*

***Mr. Mottram, the author of this month's guest editorial, was general manager of the Wallingford Company, Inc. prior to becoming associated, in 1943, with R. Wallace & Sons Mfg. Co. as assistant to the president in charge of industrial relations. In 1953 he was elected a vice president. He is also a director of the company and its subsidiaries and of the Meriden Manufacturers Association. He is a member of the Industrial Relations Committee of MAC, Industry Member of the Connecticut State Board of Mediation & Arbitration and past president of the Connecticut Personnel Association.*



BULLARD MACHINE TOOL COMPANY—1890



VERTICAL DRILL PRESS—1866

YANKEE TOOLMAKERS

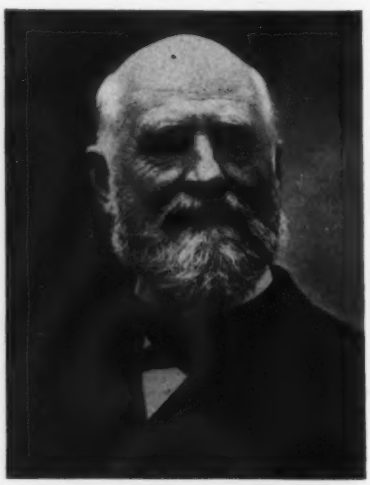
SEVENTY-FIVE years ago an enterprising young man, a Yankee Toolmaker who had already earned an enviable reputation for his knowledge of precision machinery, founded a machine tool works in a small loft in Bridgeport, Connecticut. His name was Edward Payson Bullard. He began his Bridgeport venture after gaining wide experience as a dealer in both new and used machinery and as a toolmaker who had served a sound apprenticeship at Colts, Pratt and Whitney and as the Superintendant of a large machine shop in Georgia.

Early Experiences of the Founder

The youngest of seven children he had been orphaned at an early age. He grew up on a farm near Great Barrington, Massachusetts but machinery and tools held a special magnetism for the youth. At seventeen to his delight he became an apprentice at the Whitin Machine Works at Whitinsville, Massachusetts earning $.63 a day for his work day of 11 hours, 6 days a week.

Upon completing his three year apprenticeship, Mr. Bullard secured employment at the Colt factory in Hartford. Two years later he joined Pratt & Whitney and was soon earning the excellent wage, for a young man of 22, of $2.00 a day.

In 1864, the Yankee Toolmaker, with sound training behind him made two important decisions, he married Alice Camp, the daughter of Dr. Joseph Camp and the former Lucy Brewster of Pilgrim ancestory and launched his first business enterprise, Bullard and Prest, General Machinery in Hartford.



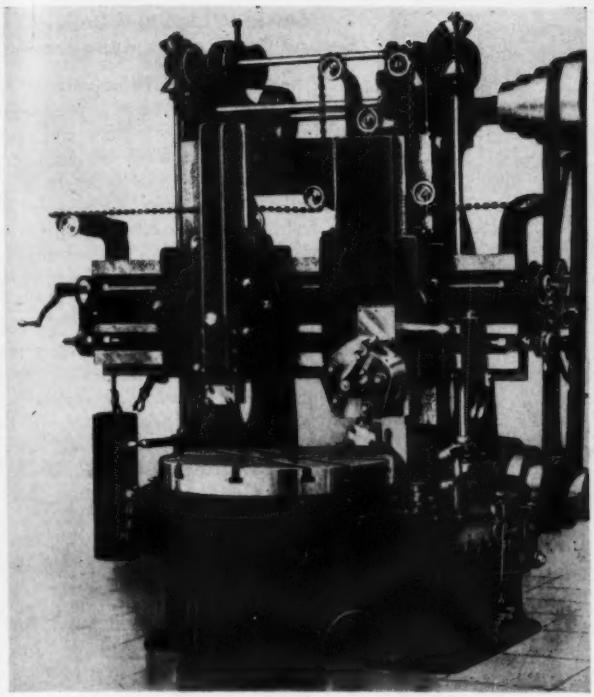
E. P. BULLARD—Founder

The next fourteen years saw this resourceful and enterprising machinist and his associates battling against a period of great economic instability. Bullard and Prest became Bullard, Prest and Parsons and then Bullard and Parsons. The Connecticut River took a hand in the ill-fated destiny of this company when it overflowed its banks flooding the shop and destroying the equipment. Although the firm moved to Bristol in an attempt to recover, in 1869 it was forced to close its doors.

The next few years saw Bullard in Georgia, then in Cincinnati, Ohio and finally in 1875 in New York. Five years later in 1880 he started an enterprise in Bridgeport, Connecticut as an offshoot of his New York business.

Launching of the Bullard Company

The birthplace of the present day Bullard Company, then known as the Bridgeport Machine Tool Works, was in a thirty by sixty foot room in a building at Broad Street and Railroad Avenue. Sales headquarters for the infant firm was in New York at 14 Dey Street



51" TWO HEAD BORING MILL—1891

VERTICAL TURRET LATHE—1907

where the Yankee Toolmaker was already well established in his new and used machinery business. Within two years the Bridgeport Machine Tool Works had made impressive progress. The working force had jumped to 10 men working 10 hours a day, 5 days a week and 9 hours on Saturday.

During the years that followed, Edward Payson Bullard laid the firm foundation of the impressive organization that has played such an important role in the life of the City of Bridgeport and the State of Connecticut.

Out of his own experience, the founder of The Bullard Company realized the importance of industrial training for young men. In 1885 he established a three year apprenticeship program in Bridgeport. Wages were seven cents an hour for the first year, nine the second and twelve cents the third with each graduate receiving a one hundred dollar bonus. This was the ground work for one of industry's most enlightened preparatory training courses.

In 1919 Bridgeport's first industrial training school was opened. In 1944 Bullard officials played an important role in the opening of the Bullard-Havens Technical Institute. In 1951 the Institute moved to a new modern center with fifty acres available for the expansion that is certain to come.

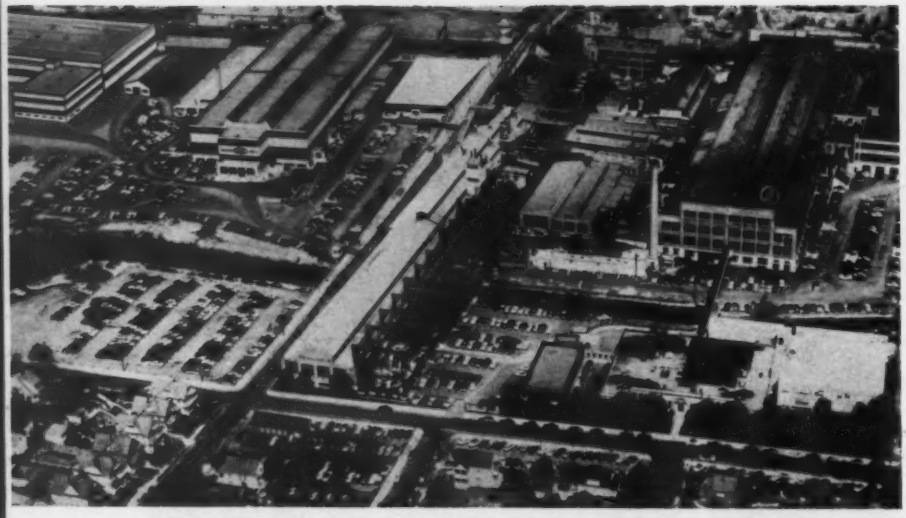
An outwardly stern man, Edward Payson Bullard enjoyed a warm relationship with his employees, even after his force grew into the hundreds. Strongly influenced by the discipline of his early upbringing and its religious atmosphere, he believed firmly in the tenants of the Scriptures, and authoritarian rule to him was also a part of orderly human existence.

At the beginning of the twentieth century, Edward Payson Bullard was the owner of a firmly established and respected business. His five sons had entered the Company beside him. He had made important contributions to machine tool design and was the employer of several hundred workers. As a constructive citizen of his community, he had every reason to feel proud of his achievement.

A Trip Abroad Inspires Expansion

With the turn of the century, The Bullard Company entered a new phase of its existance. A trip abroad opened up to the founder an awareness of the vast overseas potential market. Soon two of his sons, Dudley Brewster and Edward Payson, Jr. went abroad to study machine design. It was here that

MULT-AU-MATIC—1916



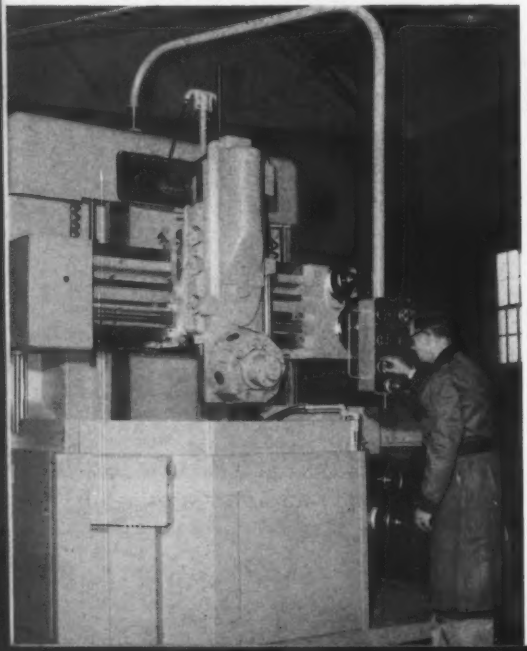
AERIAL VIEW of present Bullard Company facilities showing new foundry.

Edward Payson, Jr. met Count deDion one of the most important auto manufacturers of that era. In his talks with this French industrialist, he quickly realized that a machine designed to speed up production and cut costs in the automobile field would find many applications at home in the production of steam engines, pumps, railroad equipment and that fast growing electrical field.

The problem of tougher metal also occupied the younger E. P. Bullard's attention. From England he brought back a steel hardening process that was quickly incorporated into Bullard design.

E. C. BULLARD
President—1955

26" CUT-MASTER
VERTICAL TURRET LATHE



On his return from Europe, E. P. Bullard, Jr. became Vice-President and General Manager of the business. Shortly after, Edward Payson Bullard, Sr., now 60, was forced to retire because of a heart condition.

In 1905, at his home in Bradenton, Florida, the founder died. At his memorial service in Bridgeport, the Reverend Henry A. Davenport voiced the sentiments of his friends, neighbors and employees when he said, "Mr. Bullard was approachable, affable, courteous and kind. I have seen him in perplexing and provoking circumstances, yet I cannot recall a harsh, unbecoming word. Manners do not make the man—they reveal him. He was gentle and courteous, honest and industrious, devoted and faithful."

World-Wide Sales Under Second Generation Management

At the machine tool company, E. P. Bullard, Jr. became the new president. Stanley Hale, Vice-President and Augustus H., a nephew of the founder, the treasurer. The three other Bullard sons also occupied key positions in this industrial dynasty.

During the first decade of the century, the business grew rapidly and was now serving industry all over the world. Boring Mills and Vertical Turret Lathes became the main products on which the company concentrated. Bullard customers included America's industrial greats, Carnegie Steel, E. I. DuPont, American Locomotive, Otis Elevator, Westinghouse Air Brake, Timken Roller Bearing, General Electric and others.

Birth of the Mult-au-Matic Mass Production Tool

The day of mass production was dawning. Again The Bullard Company took an important step forward. In a single machine, the result of a collaboration between E. P. Bullard, Jr. and his brother Dudley Brewster Bullard, several operations were combined to automatically produce a part. Thus was born the famed multi-spindled tool known as the Mult-Au-Matic, a landmark in The Bullard Company's progress. In what is practically a historic meeting with Henry Ford, E. P. Bullard, Jr. told the story of a new machine. Flywheels then took 18 minutes for this mass production genius to turn out. Bullard promised to turn them out in two minutes. Ford was skeptical but interested and a test was arranged. In a withering test that lasted 54 days and nights, the Mult-Au-Matic turned out finished flywheels in a little over a minute. Within a few years, over five hundred of these machines were in operation in the Ford plant. Eventually, practically all auto manufacturers purchased Mult-Au-Matics.

World War I Contribution

The dramatic beginning of World War I inaugurated another important chapter in the Company's history. Machine tools in the task that faced industry were indispensable. The company geared itself for expansion, realizing that existing facilities on Broad Street would be insufficient. A large tract of land was purchased on the outskirts of Bridgeport in the Black Rock

area bordering the Town of Fairfield. The Taylor Foundry Company was also acquired as a source for urgently needed castings. During 1915 the Bullard work force jumped from 200 to 1500. The war, marking a new industrial, political and social era, also saw The Bullard Company enter into the manufacture of fighting equipment.

Bullard know-how soon manifested itself as the company turned to the production of cannon. The painfully slow process requiring 30 hours for boring each gun was quickly reduced to 20 hours. The overall time for rifling from 23 hours to 3 hours 10 minutes. The 155MM gun was produced right through the war until 1919 when the contract was terminated.

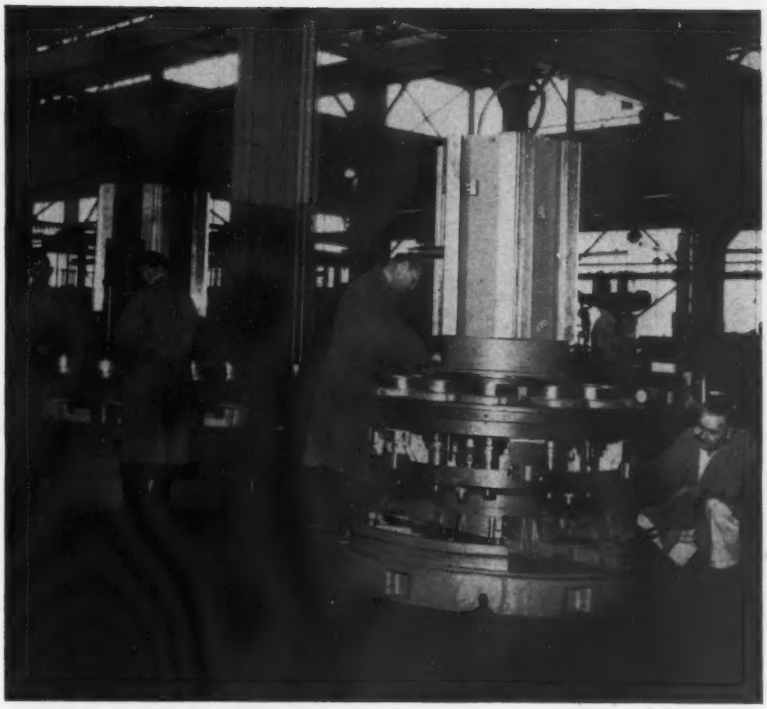
Post War and Depression

With the disposal of the Broad Street plant in 1922, all operations were transferred to the big Black Rock establishment. By 1925 business nationally had returned to normal and in 1929 another event of great significance took place. For over 40 years The Bullard Machine Tool Company had been family owned. Now with the third generation assuming increasing important responsibilities, Bullard stock was traded on the New York Curb Exchange and later admitted to the New York Stock Exchange. At the same time, the corporate name was changed to The Bullard Company.

The dark days following the stock market collapse in 1929 slowed to a halt the wheels of industry on which The Bullard Company depended for subsistence. During this period, the company lost two of it's leaders by death. Augustus H. Bullard, nephew of the founder and Secretary and Treasurer and Stanley H. Bullard, third oldest son and Vice-President and General Manager. Both died in 1930. Edward C. Bullard, grandson of the founder was elected Vice-President and General Manager, his father, Dudley B. Bullard, oldest son of the founder became Vice-President and Chief Engineer. Joseph W. C. Bullard, youngest son was named Vice-President in charge of research.

Pearl Harbor Challenge Met

In 1941 a portent of things to come was the erection of the new assembly building. Pearl Harbor produced a surge of unprecedented activity. Following consultation with the War Department, the company agreed to concentrate solely on the Mult-Au-Matic and spiral drive Vertical Turret Lathe. In enormously expanded production, the employment rose from a normal of 1200 to a peak of 6500 working around the clock.



ERECTING SHOP—Spindle Setting in the final assembly of a Bullard Mult-Au-Matic.

The Navy tapped the company for a vitally important war assignment, the production of British Mark 12 and Mark 15 aerial torpedoes. Complex mechanisms, they contained 4,000 parts and required a high degree of precision manufacturing. Other vital war equipment, couplings and gear blanks for landing barges, turbines, drums, housings for aircraft came off the Bullard production line.

Returning to its established line after World War II, the company announced the development of a remarkable new machine. Called the Man-Au-Trol, meaning manual or automatic control at the option of the operator, this revolutionary control mechanism was invented by E. P. Bullard III, son of the President and grandson of the founder. Along with this invention, other basic improvements were added to their machines providing the firm with ammunition for the post war sales battle.

In 1946, after 40 years as president of the company, Edward Payson Bullard, Jr., became Chairman of the Board. He died in 1953 at 81. When he started as an apprentice 54 years earlier, Bullard sales volume was $200,000 a year. He had seen it rise to $50,000,000 a year.

Third Generation Takes Over

The election in 1946 of Edward C. Bullard as President, a son of Dudley B. eldest son of the founder saw the third generation take over the company's management.

In 1953 the volume of Bullard sales reached a high of $64,618,753. With the accession of the third Bullard generation, the administrative picture assumed a new look. Greater responsibility was delegated to division heads. New opportunities were made available able to all personnel. The quest for improved performance goes on ceaselessly at The Bullard Company. With foresight and a progressive engineering viewpoint, its staff is constantly anticipating the needs of an expanding manufacturing economy.

Seventy-Fifth Anniversary Open House

With the passing of May, 1955, the company successfully concluded an Open House program held in recogni-

(Continued on page 43)

TEACHERS leaving Woolsey Hall and boarding buses for their BIE Day tours.

New Haven Holds Sixth B I E Day Conference

***Editor's Note*—This story of New Haven's sixth annual BIE Day program should serve to inspire other communities to make such programs a regular feature of their public relations activities. Such programs were once held in Hartford, New Britain, Bristol and Manchester, but continue to be an annual feature only in New Haven, Meriden–Wallingford area and in the Stamford–Greenwich area. The school systems in all of these communities return the hospitality of the business organizations each fall by inviting key businessmen and women of the community to tour the schools where they see classes in session, talk with teachers and administrators, discuss curriculum and instruction methods and get answers to questions they have about the educational process.**

ANOTHER taller milestone of cooperative effort and understanding between leaders of business and industry on the one hand and educators on the other, was erected in New Haven on Wednesday, May 4, when nearly 2,000 people from Greater New Haven's school systems visited 86 of the area's manufacturers, retailers, commercial and savings banks, construction companies, utilities, insurance and investment houses, newspaper publishers and radio stations, the hospital and transportation facilities.

It was the sixth annual Business-Industry-Education Day, first launched on April 6, 1950, to give teachers and school administrators in the area a full day to study business and industrial firms, in small groups, by means of a guided tour in the morning and an afternoon conference with a "no holds barred" question and answer period. In typical American success story style, the business and educator participants have increased each year from the 45 companies and 1,550 teachers who participated in the first BIE Day program to the 86 companies and nearly 2,000 teachers and administrators who took part this year. Each successive year has been marked by new refinements which have sought to eliminate any gaps in the informational program to aid teachers.

The pattern of the day's program was: Brief greetings at Woolsey Hall, Yale University, by representatives of the Greater New Haven school systems and key representatives of industry and an explanation of the day's events; transportation of each assigned group to the proper plant or business; briefing of teachers by a company official who outlined the day's events at the host plant or business establishment visited; a guided tour of key departments in the plant or business; luncheon and discussion program in the plant restaurant or nearby restaurant.

This year's business sponsors were the Manufacturers' Association of New Haven County, assisted by the Manufacturers and Retail Divisions of the New Haven Chamber of Commerce. The educator sponsors included the Boards of Education of New Haven, East Haven, West Haven, Hamden and North Haven, with the cooperation of the Director of Rural Education and the New Haven State Teachers College. The guests included not only

QUESTION AND ANSWER program, following luncheon in Winchester Clubhouse, features teachers' visit to New Haven Olin Mathieson Chemical Corporation. Robert L. Metcalf, industrial relations manager, standing, is preparing to answer one of many questions from visiting teachers.

teachers but also school administrators and office and service staffs of the school systems—all of whom had been assigned to a specific visiting group by the school superintendents in the area.

In the opinion of the sponsors this and all other BIE Day programs help to establish a sound basis for a strong and continuing business-education relationship in a community by serving to:

1. Strengthen the program of work for all who cooperate.
2. Give the teachers and businessmen first-hand experience in the productive, distributive and service agencies of the community.
3. Help teachers and businessmen to understand each other's contributions to the community's progress.
4. Equip teachers to give students counsel and guidance based on actual needs and opportunities in their communities.
5. Enhance appreciation and expansion of our American economic system of education.

Teacher Comment

Following the usual practice of the sponsors an evaluation questionnaire was given to all teachers participating in the program. The questions and some of the typical answer comments which follow should serve as convincing proof of the value of properly conducted BIE Day programs regardless of the communities in which they are held.

QUESTION. What possibilities of transfer to the pupil-teacher learning situation in the classroom will result from today's activities?

COMMENT. "1. Understanding of working conditions encountered by the parents of our children, and later by the pupils themselves.
2. Appreciation of our capitalistic democracy as a way of life."

"As a science teacher there are many applications of the laws I teach."

"A great deal of the information I received today will be helpful in teaching units on transportation."

"The transfer of the actual first-hand experience to the pupils. The teacher also has more understanding of how business operates."

"Real human element of cooperation.

QUESTION. Are there community values in this program?

(Continued on page 35)

BRIEFING SESSION at the plant. A. C. Gilbert, Jr., president of The A. C. Gilbert Company, explains what the teachers will see on their tour through the company.

VAULTS of the National Savings Bank, New Haven, are explained by Miss Kathryn Little.

THE WORKINGS of English Station's "line" of generating equipment are explained to the group by Eugene W. Somerville, left, superintendent of production, The United Illuminating Co.

OPERATOR Howard Hamilton, (extreme right) describes one operation of the machine shop of Pratt & Whitney, New Haven to teachers Paul Carver, John Corbett, George Murray, Russell Flanagan and Ethel Bitzer. Joseph Bujnowski, first on the left, looks on.

A Helping Hand For

Industrial Parts Manufacturers

By A. FRED HITCHINER, *President*
Metal Products Sales Co., West Hartford

EDITOR'S NOTE: With Connecticut's demonstrated and latent "know how," capable of producing practically any product, the greatest need to guarantee continued future growth of industry in the state is more efficient and widespread distribution of products, particularly for the smaller manufacturers employing less than 50 persons, many of whom cannot afford to pay fixed salaries for the right type of sales talent. This article by Mr. Hitchiner sketches the type of independent sales organization that does exist in some fields and should be created in other fields to assure larger and more profitable sales and future growth of a larger percentage of today's "industrial acorns" into sizeable oaks a few years hence.

THIS is an age of specialization . . . and among the thousands of specialists who are contributing greatly to our country's economic progress none looms more important than the industrial parts manufacturer. This specialist has everything it takes to produce parts better, faster and cheaper than the original equipment manufacturer can make them himself.

The parts manufacturer has vast experience. He has equipment especially designed for making parts more efficiently and economically—machines for turning, grinding, swaging, knurling, milling, thread rolling, etc. He has personnel skilled in the most modern metalworking processes and techniques.

But many times the industrial parts manufacturer has one great need. He is not in a position to spend the necessary time to maintain and fully utilize a sales force that will give him nationwide sales coverage, and so the scope of his contribution to our national economy—and the extent of his personal success—is limited.

That's where a sales organization that directs the activities of the manufacturer's agents comes into the picture!

A sales organization of this type should provide the industrial manufacturer with the means of selling his fabricated products to the original equipment market as efficiently and profitably as possible, leaving the parts manufacturer free to devote all his time and energies to his production job. A sales organization that performs this task for manufacturers can merely arrange for the manufacturer's agents to contact prospects and customers, or go far beyond this to offer the parts manufacturer a complete sales program which includes all the advertising, sales promotion, follow-up and details required to assure over-all coverage of the market . . . and resultant orders.

A. FRED HITCHINER

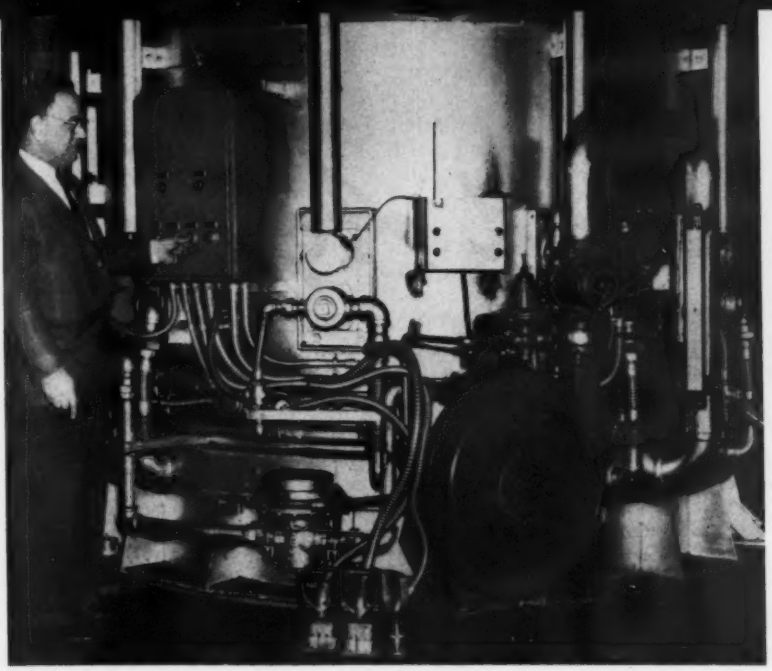
Just as the parts manufacturer, because he is a specialist in parts production, can produce parts better and cheaper than his customers, so the sales organization planning and directing the manufacturer's agents' activities, can provide a more effective, more comprehensive sales program at lower cost than the parts manufacturer because it is a specialist in selling,

In mapping a sales program for the parts manufacturer, the first thing an efficient sales organization should do is determine the sales territories. Through comprehensive market studies, and by using up-to-the-minute research methods, the most profitable markets for the manufacturer's products are determined and then balanced territories are laid out to guarantee complete sales coverage of those markets in the most economical manner possible.

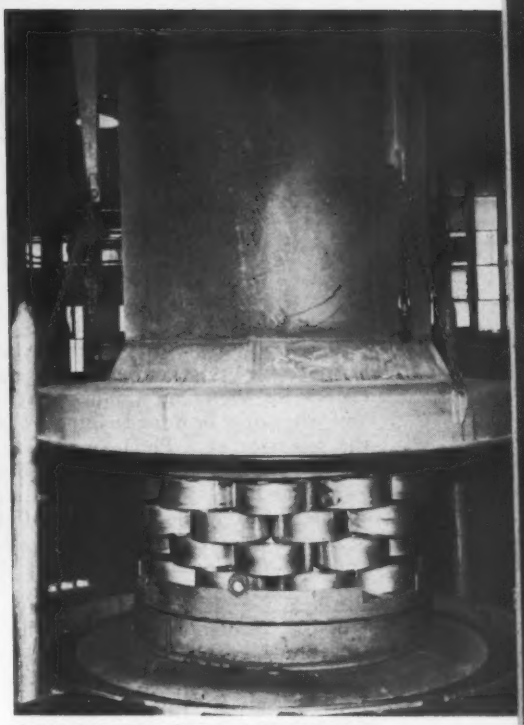
Importance of Selecting Right Representatives

Next important step in the building of a complete sales program is the selection, by the sales organization, of the right men to represent the parts manufacturer in the territories established. Through the years, this specialist in selling has accumulated a store of knowledge about hundreds of trained sales agents operating in every section of the country . . . their education, background, training and sales accomplishments . . . and so is in a position to locate and appoint sales agents who are qualified to do the best selling job for the parts manufacturer. Before appointing each sales agent, it must be determined that he fulfills the following requirements: 1. Sells products that are complementary to those of the parts manufacturer; 2. Sells a limited number of product lines, insuring that the parts manufacturer's products will get full coverage; 3. Has the technical training and background needed to be able to correlate the benefits of the parts manufacturer's products with the needs of prospective customers; 4. Has the ability to present the parts manufacturer's product story so effectively that it will return a big percentage of sales.

(Continued on page 42)



FREDERICK R. SLAGLE, company vice president and general manager of the Rolling Mill Division pressing the button starting working operation.



PHOSPHOR BRONZE and brass in furnace is being sealed prior to annealing.

Miller Company Installs New Annealing Furnaces

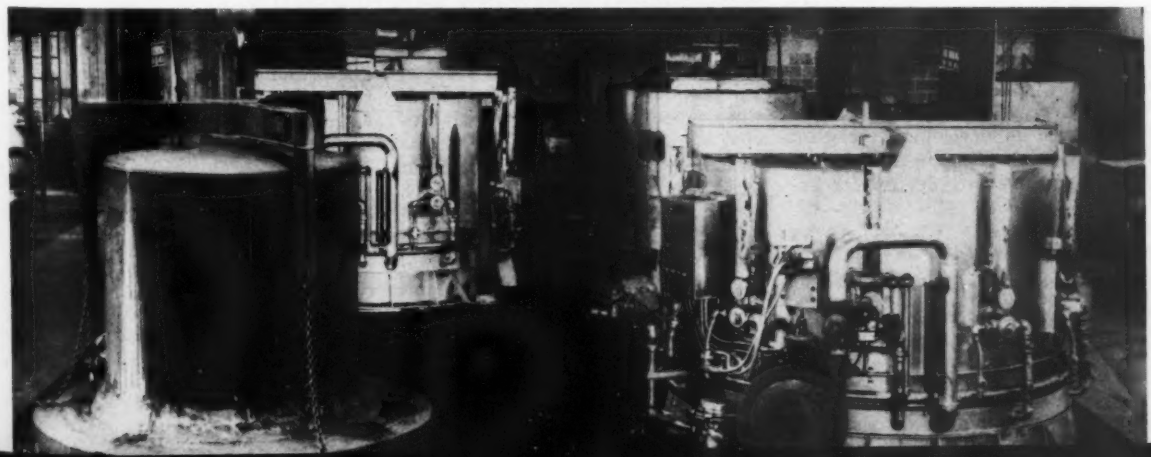
THE Miller Company, Meriden, Conn., has announced the completion of the first phase of an expansion and modernization program for the company's Rolling Mill Division. During the winter they finished the installation of new annealing facilities, embodying the latest type Lee Wilson gas fired Cylindrical Bell Type Annealing furnaces with a capacity of about 5500 lbs. of metal per hour.

Annealing is a very important operation in the production of sheet and strip brass, phosphor bronze and other alloys which the company produces for leading metal fabricators throughout the country. These huge new furnaces are the most modern form of annealing used by brass, aluminum and steel mills. They will provide Miller with much greater annealing capacity, and also bring about an improved surface finish, as well as controlled granular growth.

Foundation for the installation is a poured concrete pit about 60 feet long, 22 feet wide and 11 feet deep. The pit is bridged by steel beams. On this framework there is laid a steel grating to serve as flooring, for accessibility to the six loading bases. Each base has its own steel underpinning to support the annealing equipment with its load. Space has been allocated for three additional bases to be installed at a later date. The building which houses the new annealing section has been retrussed and new supporting beams have been added to carry the 5-ton

(Continued on page 38)

THIS VIEW SHOWS GAS FURNACES AND INSTALLATIONS.



Let's Lead Again

By WILLIAM W. EATON, *Industrial Consultant*
Milford, Connecticut and New York, New York

An article by Mr. Eaton entitled "Technological Insurance" which was published in the January 1954 issue of *Connecticut Industry* was so well received we invited him to make a second contribution to CI that would reflect his views on Connecticut's present standing among the states and what may be done to improve it. A graduate of Swarthmore College, the possessor of a Ph.D. in physics from Yale University and some 25 years business experience including 3 years service on the staff of Dr. Vannever Bush, whose staff was responsible for the development of the atomic bomb, guided missiles and other new weapons, Mr. Eaton is well equipped to give sound advice and suggestions for the improvement of Connecticut's industrial economy.

FROM earliest colonial days up through the beginning of the twentieth century, Connecticut was outstanding, relative to the rest of the country, in the development of new ideas, techniques and products for its industries. In those earlier days, such advances were not the products of "research", as we know it today. On the other hand they were conceived with exactly the same objective and purpose in mind as are the complex end results of today's vast industrial research and development effort, namely, the application of science to the problems of industry.

Many of the outstanding early industrial developments of Connecticut were in the form of patents. From the very beginning of the United States Patent System in 1790, Connecticut led all other states for over a century in the number of patents granted, in proportion to its population. The first formal Commissioner of Patents was Henry L. Ellsworth, born in Windsor, Connecticut, and from the date of his appointment in 1836, through 1897, there were a total of five Commissioners of Patents from the State of Connecticut. This is significant in illustrating what an important part our State played in developing the great American Patent System, the most effective incentive ever devised for improving the standard of living of mankind.

WILLIAM W. EATON

Most Connecticut citizens are aware of the many basic industrial advances sparked by Connecticut "greats", such as Eli Whitney, Charles Goodyear, Samuel Colt, Samuel Morse, and many others. We all take pride in the accomplishments of those early inventors to whom can be attributed a substantial portion of the foundation of our whole country's great industrial activity. We also follow with interest the continued participation by Connecticut sons in an important specific art such as the development of submarines, starting with David Buswell in Revolutionary times, continuing with Simon Lake and the first "even-keel" submarine, right down to the fantastic Nautilus, with its amazing performance only a few weeks old. We can even view with admiration the feat of Everett Horton of Bristol, who invented the world's first telescopic fishing rod, so he could hide it under his coat when he went fishing on Sunday!

These few names and many others will remind all Connecticut citizens of the rich heritage of our State in the industrial development which has made our country a strong nation of free men. But we must also face today's realities objectively.

Connecticut's Standing Today

It is true that the twentieth century has seen the establishment of hundreds of industries in Connecticut, such as factories producing airplanes, helicopters, brake linings, new household appliances of all kinds, lacquers, ingenious toys, rubber goods, cables, razors, flashlights, batteries, chains, specialized x-ray and electronic equipment, bearings, chemicals, automotive machinery and hundreds of other products. Yes, it is correct that Connecticut furnishes our nation, and the world, products running the entire alphabet from airplanes and aluminum articles, brass and bronze, corsets and chemicals, all the way down to x-ray equipment, yachts and zippers. On the other hand, the bitter truth is that although Connecticut is active industrially, and probably has her rightful statistical share of new developments and industrial progress, we no longer can demonstrate that we are really "in the lead", in this respect, as in past centuries.

For example, according to a reliable survey by the National Research Council in 1950, there were 2,800 industrial research laboratories in the United States. Out of these, only 311 were located in New England, and only 117 in the State of Connecticut.

On a pure population basis, this ratio is not bad, but considering the type of leadership in industrial development which this State gave to the

Condensed from an address before the Bridgeport Chapter of the Controllers Institute of America, February 2, 1955. The writer is indebted to Dr. Joseph Fleischer of the Olin Mathieson Chemical Corporation, for many of the facts of Connecticut history.

nation for 200 years, it is not an outstanding showing. Consider also the fact that our State had in 1950 only 18 of the nation's industrial research laboratories with more than 50 professional workers, and only one of the 18 laboratories with 500 or more professional employees. It is doubtful that the situation has changed materially in 1955.

It is also sobering to refer to some figures from a more recently issued booklet entitled, "Technical Research in New England". This was authored in 1954 by the National Planning Association's Committee of New England, which included many prominent New England industrialists. It was published by the New England Council, and is part of a series of publications on the Economic State of New England. One general conclusion reached is quoted verbatim as follows:

"New England's industrial research and development efforts are a little below the United States standard. In the light of the uncertain balance between its locational advantages and disadvantages, this is not good enough for a region which is passing through an important transition in industrial structure".

We should add that this situation is definitely not good enough for a state with the outstanding history of industrial advances, developments and patents which is ours.

An even more discouraging result of the survey is the fact that New England, including Connecticut as one of the two leading industrial states in the region, has not retained its fair share of its own native technical scientists who have grown up and received their education here. Also, it is clear from the evidence presented that the region has not captured its proportionate share of government research and development contracts which have in many industries stimulated and supplemented highly productive commercial research.

Several areas in New England, and in this State in particular, have experienced severe losses of almost complete industries, such as textiles, etc. Although the lack of adequate research in these industries was not the sole cause of their difficulties, the evidence is certainly strong that it has been an important factor. Furthermore, it would appear from all the data at hand that, had New England and Connecticut industry spent larger amounts on basic and applied research during the past fifty years, there is a strong probability that new and budding industrial developments would have been uncovered to replace the industries which have been lost, if indeed they would have been lost at all.

Leadership For The Future

These being the facts, what do we do about it?

In deciding how we in Connecticut can take steps to regain our lead in developing new ideas and techniques for industry, it is useful to review how such advances are conceived and applied in our complicated technical world today. The work leading up to practical scientific advances in industry can be divided into two general parts: (1) the pure research portion; and (2) the development side. In planning a profitable research and development program for the average company, it is essential to recognize clearly the difference between these two phases. Perhaps a vivid example will be illustrative:

The pure research results underlying nuclear fission and the atomic bomb were printed on the front page of a leading newspaper in 1940, believe it or not, and were certainly well known in scientific circles. Yet it took several years and billions of dollars to do the development work which made this knowledge practical for either defense or commercial purposes. In general, this relationship is true for most scientific advances which are brought eventually to practical usefulness. The research portion is usually only the beginning. The developmental portion is often much more costly, time-consuming and difficult than the research stage. Hence, any program of industrial research must at all times stress the developmental and engineering aspects, as compared to the pure research. On the other hand, no program will be sucessful in the long run unless there is at least an element of pure research to act as a kind of fountainhead for new ideas and approaches to problems. There is certainly plenty of evidence today to show that for industry to prosper, in Connecticut or anywhere else, there must be an element of pure research. Each company must decide how much research to inject into its own overall program to achieve a desirable balance. The important thing is to establish and follow a systematic program, regardless of the size of the company.

In our age, scientific advances in industry are often the product of a team of technically trained people with various backgrounds, such as electronics, plastics, metallurgy, machine design, chemistry, etc. Nevertheless there is occasionally the golden opportunity for a brilliant individual to shine. Although most technological advances require a wide variety of skills, rarely possessed by any one individual, it sometimes requires a single genius to "put the pieces together". Hence, small companies which cannot afford large research teams should always be on the alert for such gifted people.

We should keep in mind that scientific research and development is being carried out in this country today at the rate of aproximately five billion dollars per year. About 70 percent of this enormous research effort is being conducted and financed by private business, which is now employing upwards of 100,000 research engineers and scientists, supported by a still larger number of laboratory, clerical and administrative personnel.

It may be some time before findings from the more fundamental branches of this effort will reach a stage of commercial utility. But much of the "pure" research reaches a market level in many industries in a surprisingly short time, for example, in chemicals and metals.

In the country as a whole, over 700 engineers and scientists are at work today on research problems in the textile industry; over 1,200 in the stone, clay and glass industry; over 1,700 in primary metals; over 2,000 in the non-electrical machinery industry; more than 13,000 in the various branches of the chemicals industry. On the average, American industry is now employing one research sicentist for every 140 factory workers, or one research employee (including scientist and supporting workers) for every 55 factory workers.

More Research—Better Future

We should not be satisfied until our industries in Connecticut are doing better than this national average. The results of such research will insure healthy competitive growth in the future. If we do not do our share, we will surely suffer from the competition which will certainly come from other regions where more and more research is being conducted.

(Continued on page 56)

Selling In 1955

By LEO J. PANTAS, *General Manager*

Yale Lock and Hardware Division
The Yale & Towne Manufacturing Company, Stamford

LEO J. PANTAS

HERE is an analysis of today's dynamic and expanding American market. It also gives some directional markers that point the way to successful selling on the one hand and failure on the other.

CHANGE—sweeping, nationwide, constant—is the dominant fact of life all over America, and it is the most important single factor in the marketing of goods, this year, last year, and I belive for many years to come.

Selling in 1955 should be no different from selling in 1954, except that there's going to be more of it. As we think, however, of the problem of selling in this great period of volatile change in the American scene, the premise is somewhat different. The problem of selling in 1955, and hereafter, must be stated in terms of the incessant requirements of a changing America. Only in its refined essence, only in the sense that the makers of goods must always reach the buyers of goods, is selling ever the same. It is in its adjustments to change that selling during one period becomes different from another. Today the difference is monumental. To understand it we must understand the changes that are taking place before us.

Historians, sociologists, government planners, market analysts, military strategists, population experts, foreign observers, and writers for every conceivable kind of publication have all, in their own ways, tried to understand and explain the dynamic growth that continues to take place in our country. It has confounded our enemies who have been patiently waiting for the giant to come apart at the seams. It has heartened our friends, the entire free world, because it has been the prime cause of their economic revival. But most explanations of this remarkable phenomenon get lost in awe-struck speculations. Why it is happening, regardless of which party is in power, regardless of political tensions in many parts of the world, cannot apparently be answered too easily. *What* is happening, however, can be rather adequately described by vital statistics, by the facts that can be found in the graphs and charts of industry and the government, and by observation of changes in everyday living.

Our population, now somewhere in the neighborhood of 165 million is expected to be about 185 million in 1960 and over 205 million in 1975. Our birthrate, a sustained, healthy, dynamic factor in America's growth added up to 33 million new Americans between the years 1947 and 1953. It is continuing at the same rate. In addition to this, the life expectancy of all Americans, male and female, is advanced each year a bit more by the achievements of medicine and by the health-giving power of our way of life. Looking toward the future just ahead, we can see ourselves as a population, with many more young people and many more aging people, with the special demands for goods and services that such groups produce.

The number of new family units organized is constantly increasing. Contrary to unsupported contentions of certain acidulous critics, the American people approve of the institution of marriage, and from every indication, it will continue to be as popular as ever. Perhaps more so. During the post-war years, about 15,000,000 American marriages have taken place, and as of 1953 we had in excess of 50 million American families.

Perhaps the development as important as the rise of our population and family organizations has been the great increase in the capacity of families to buy. It has been pointed out that while the number of our family units increased 42% from 1929 to 1953, these families had $222 billion to spend in 1953, or 87% more than in 1929. But this increase in total family income is only part of the story. Even more vital to the changes in our life has been the broader *distribution* of income. This is best summed up by this comparison: today, 58% of our family units have a real income of $3,000 to $10,000 against 31% in 1929. Moreover, there is a constant movement upwards so that more and more families are being upgraded income-wise and more and more families are advancing into the income group of $5,000 a year or more.

Everywhere technological advances have been moving with leaps and bounds. American industry is characterized by a sense of adventure. New techniques, new materials, new methods, new machinery are being employed with greater and greater effectiveness. One of the most conspicuous results of this process has been a mounting increase in man-hour productivity, which in turn is translated into greater purchasing power.

Contribution of Technology

But technology has also contributed a vital social by-product. It has released man from back-breaking drudgery and life-consuming toil. Now, his virality intact, the American

A digest of an address given by Mr. Pantas at the Annual Meeting of the Virginia State Chamber of Commerce, Roanoke, Virginia, April 15, 1955. Mr. Pantas has just been named a Director of MAC, representing Fairfield County to replace W. L. Hubbard who resigned in March.

worker has the energy and inclination to utilize his leisure time for better living. In effect, with purchasing power, vitality, dignity and time he has become a greater consumer of more and more goods and services.

In their quest for better living, American families are in greater numbers deserting the constricting environments of crowded metropolitan areas. The movement into the suburbs is one of the irrepressible and continuous growth factors in the American scene and it is in many ways changing the demand for goods and the distribution of goods. It is now estimated that more than 30,000,000 Americans are true suburbanites, and many more millions who can be classified as semi-suburbanites. This exodus from center-city is a constant force on the living habits of Americans and on the shape and content of goods that must be produced to accommodate these habits.

The manifestations of our electrifying activity are in demonstration everywhere in terms of the production and distribution of goods and services of every kind. They can be seen in home-construction, which in 1955 will consist of well over 1,250,000 new units; in automobile ownership which will be represented by just under 50 million cars on the roads; by new schools, hospitals and institutions; by TV sets and foreign travel; by expenditures for food and clothing and entertainment; by investments in health and life insurance. (All this in astronomical dollar values.) In a recent compendium of the facts of this enormous American upsurge, the Editors of *Fortune Magazine* said:

"All history can show no more portentous economic phenomenon than today's American market. It is colossal, soaking up half the world's steel and oil, and three-fourths of its cars and appliances."

And this market—this voracious, ever-hungry, eager, expanding market—must be reached and satisfied every minute of every day. This colossal need is the problem of selling in 1955 and hereafter.

Todays Selling Problem

I think several characteristics of this market can be noted and in some measure help to define the contemporary selling problem. It is a buyer's market. This doesn't mean only that in most categories supply exceeds demand, and productive capacity exceeds consumptive capacity. From the seller's point of view a buyer's market is one of absolute free choice for the buyer. It means the buyer can roam about the market at will, having a choice of the wares of many suppliers before him, and he can make his selection freely on the basis of his own standards of price and quality.

It is also a market in which the "class" buyer has all but disappeared. The distinction, once so much accepted, between "the class market" and "the mass market" has ceased to have importance. To be sure, groups of product must be made with various differences that are reflected in price and quality, but these differences are not class distinctions. Televisions sets are made in many sizes, in many finishes and at many prices. But a television set is still a television set and its joyful use is the province of everyone and anyone. Also, I defy anyone to tell me the income group or profession or geography of Mr. and Mrs. America just by looking at their clothes, or watching them play.

It is also a market with time on its hands—that is, it is a market of healthy people, all of whom have a good life expectancy, and who have a considerable degree of leisure that must be utilized. A market with time on its hands, with a high degree of purchasing power is one of an unlimited consumption potential.

Not Boom Market—Just Larger

From the seller's point of view it is also not a boom market. The word "boom" is abused and sometimes dangerous. It implies a temporary condition of exultation and unnaturalness. Yet, there has been nothing temporary about America's market growth. Residential housing for ten years has been consumed at least at an average rate of a million homes a year. This should by now be accepted as a "normal" minimum rate of consumption. Rather than consider this market in terms of "boom", it would seem to me that we must revise our standards of a normal market—revise them upwards in terms of population growth, purchasing power, and productivity per man-hour.

Another characteristic of this market is mobility. It consists of people who have about 50 million automobiles and who like to use them and who like to use planes, trains and ships. This passion for movement must be understood and served, and in its very movements this market takes with it its everyday hunger for goods and services.

Not Hidebound By Habit

It is also a market that can very easily shed itself of habits. Thus the people in it are adventurous buyers, who are not afraid to try new things, to wear clothes of new fabrics, to experience new foods. And when it likes something it will adopt it for its own. It thus does not allow itself to be hidebound and tied down by traditions. Think, if you will, of this market's acceptance of sport clothes, motels, soluble coffee, filtered cigarettes, and, in my own business, the new functionally modern key-in-the-knob type of locking mechanism.

To sell to this market is not an easy, mechanical process. In this market selling does not begin and end with a salesman. It is a planned total operation unlike selling in any other country and involving the design and development of products based upon the right market data, their manufacture at competitive costs and with at least competitive quality, their proper packaging and displaying, their proper pricing, their proper distribution through the right channels to the right market segments, and the right kind of promotion and advertising. Unless these essential elements are incorporated within the sales concept today, it is my belief that few if any products can survive competition in this market.

I'd like to discuss some of these points in greater detail with you.

Essential Elements of Successful Selling

First, the design and development of product. This is where selling really begins. Products for this market cannot be developed in an ivory tower as an intellectual exercise. They must be related to an existing market demand, established by available market data, or they must be developed to meet a need that can be transformed into a demand. Products must be developed also in terms of competitive realities. How will the product be received in the company of similar products, and at what price can it be made? These and other questions must be answered, and these are essentially selling questions.

(Continued on page 33)

Grievance Procedure

As A Communication Channel

LEE W. COZAN, *Editor*

Journal of Personnel Administration, Washington, D. C.

COMMUNICATION may be defined as the interchange of thoughts and opinions, and is the mainspring of collaborative action. During the past few years, management has become acutely aware of the communications problem. However, this awareness is not in itself a solution. Nor are the measures which have been taken so far particularly effective. Chiefly, they consist of flooding the plant community with all kinds of informational material. One study conducted at a meat processing plant revealed that the average worker builds a psychological barrier against acceptance and does not fully comprehend the information that the employer pelts him with while on the job.

Previously, top-level administrators were concerned with getting the work to the supervisors and the rank-and-file employees only. However, today, they are confronted with the problem of "interscaler" or "vertical" communication. This situation involves two-way communication, following a downward pattern from the chief executive through the various levels of the organizational structure, and an upward movement of information and facts.

In an attempt to solve the problem of efficient communication in the plant, there have been developed a number of devices that have gained wide-spread use. Media used to channel information downward are as follows: orientation materials and handbooks, employee magazines and newspapers, bulletin boards and posters, audio-visual aids, and annual company reports. The standard upward techniques are suggestion systems, labor-management committees, union publications, campaigns and contests.

However, it has been pointed out that the solution lies in the sphere of institutions rather than information. Top management must develop an organ for listening, so that it knows what the supervisor and worker want to be informed about. Such a communication channel may be found in the institution of the grievance procedure. While the primary function of the grievance procedure is to settle worker problems, it can be used as a communication channel in the plant community. Before exploring this concept, let us define what we mean by a grievance. Here a grievance means anything connected with the job or work environment which the employee thinks or feels is wrong, and which may be real or imaginary.

It is an established fact that the worker wants somebody to stand up to the Top Boss. He wants the opportunity to voice his opinion about the circumstances surrounding his job. That is, should a need develop. The standard communication devices cited above do not appear to provide this psychological outlet for the rank-and-file. The study aforementioned disclosed that the grievance procedure especially provides that somebody or opportunity. Further, the average worker will discuss with his immediate supervisor or shop steward things that he would not discuss with top-level management or put down in writing. The so-called open-door policy notwithstanding.

It has been observed that supervisors, shop stewards, and employee representatives themselves occasionally use the grievance procedure as a communication channel between themselves and management. Rather than themselves percepting the onus for suggesting changes or offering criticisms, they encourage or at least connive with the workers to bring them to the attention of higher management. In some instances even it has been reported that the shop steward or employee representative has readier access to the personnel department than does the supervisor.

Now let us focus on the grievance procedure as a "downward" communication channel. During the initial stages of a grievance, the supervisor is offered an opportunity to explain some aspect of company policy or working conditions which the employee may have not known or understood, and which he may never obtain fully elsewhere. This also tends to set-up a closer working relationship between supervisor and worker.

In cases of unionized plants the importance of effective communication between labor and management has been established. Here also may be revealed the importance of the grievance procedure. It may be noted that the shop steward still serves as one of the primary links between the plant and the local union executive board and thus, he is a major source of information of prevailing and persistent complaints made or filed by the rank-and-file that do not progress beyond the initial stages, but still cannot be overlooked for they affect the workers' plant community life. This operates to set-up an informalized communications line between labor and management on everday problems. Consequently, company officials become aware of pertinent facts and information which they otherwise would never receive through other channels.

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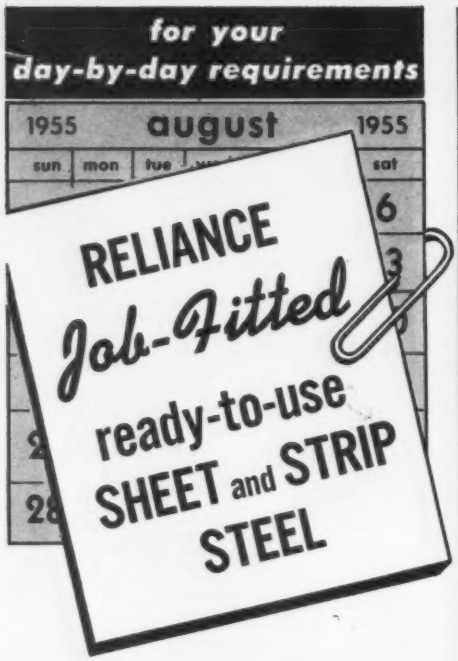

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NEWS FORUM

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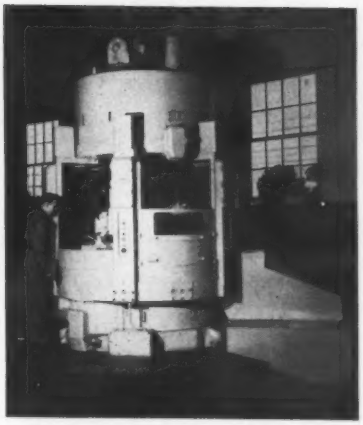
THE COVER



THIS MONTH'S cover picture shows a new type "L" Mult-Au-Matic machine manufactured by The Bullard Company, Bridgeport.

PITNEY-BOWES, INC., Stamford, has announced the election of William F. Bernart, executive vice president, to the post of senior vice president in charge of a new engineering division; John H. Pratt, Jr., vice president for manufacturing, has been elected administrative vice president; and Frederick T. Allen, production manager, has been elected vice president for manufacturing, succeeding Mr. Pratt.

Combined under Mr. Bernart's jurisdiction in a new engineering division will be both research and development directed by John A. Strother and production engineering headed by William H. Diller, Jr.

★ ★ ★

TIME SAVING and exact duplication of molds, dies and production parts is the claim of the new Regent Duplicator Table for Bridgeport and Index millers, according to the producer, the Crown Tool & Die Co., Inc., Bridgeport.

The Regent Table, features an effortless fluid motion that insures complete accuracy. Mounted and removed easily, the new tool gives full scale duplication of any shape, two or three dimensional, with a capacity up to 6" by 6". Built-in micrometers contribute to fast setup of the table, designed especially for the one-half and the one horsepower models of the Bridgeport machines, and also for Index #55 millers.

★ ★ ★

DONALD G. ROBBINS, JR., assistant vice president of the Singer Manufacturing Compayn, Bridgeport, has been appointed to direct Singer's sales organization in Europe, the Middle East and North and Central Africa.

Mr. Robbins joined the Singer company in 1938 as an industrial engineer at the Bridgeport Works. In 1941 he was appointed assistant office manager and the following year he was transferred to the vice president's staff at the company's New York executive offices. He was elected assistant vice president in 1951.

★ ★ ★

JAMES D. HANNA, works manager of The Keeney Manufacturing Company, Newington, makers of plumbers' brass goods and heating specialties, has been elected president of the company to succeed William A. Keeney, who has retired.

Other management changes announced were the election of William S. Morrissey as vice president in charge of sales, and R. Stuart Holden as assistant plant manager and assistant treasurer.

WARD CHENEY, president of Cheney Brothers, Manchester, has announced the resignation of Henry R. Mallory as executive vice president of Cheney Brothers and Chairman of the Board and treasurer of Pioneer Parachute Company. He further stated that Mr. Mallory would continue as a member of the management committee of Cheney Brothers, and as a director of both companies and of Cheney, Greeff and Co.

Ward Cheney has been elected chairman of the board and treasurer of Pioneer Parachute, succeeding Mr. Mallory.

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THE "FLOWER GARDEN SPECIAL", one of the New Haven Railroad's unusual special trains, was run recently to the famous New York Botanical Garden in Bronx Park. This marked the first time in history that a special train has been run to the Botanical Garden and President Charles B. Harding and A. C. Pfander, administrator of the gardens, made special arrangements to make it attractive to New England garden lovers.

At the Gardens three special lectures on flower arrangement were scheduled, and a tractor train was available to transport the visitors about the more than 230 acres of woodlands, meadows and formal and informal gardens, to the extensive conservatory and the beautiful "Snuff Mill" restaurant.

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TWO PROMOTIONS in the comptroller's department of The Seamless Rubber Company, New Haven, have been announced by Frederick F. Hollowbush, comptroller.

Robert E. O'Connor has been named assistant comptroller and Raymond J. Coniff has been promoted to be assistant manager of the factory accounting department.

Mr. O'Connor previously was assistant treasurer of the book publishing firm of Appleton-Century-Crofts, Inc., of New York, and was manager of the accounting department of the Yale University Press.

Mr. Coniff joined Seamless in 1932 in the shipping department. Five years later he became a member of the factory accounting department, progressing to his present position.

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L. H. DEWYK, JR. has been appointed plant manager of the B. F.

Goodrich Sponge Products Division, Plant A., Derby.

Mr. DeWyk has been employed by the company since 1935, serving in various engineering and administrative capacities. Most recently he was responsible for the building and installation of the company's new "Texfoam" foam rubber plant in Waterville, P.Q. Canada.

Mr. DeWyk is a past president of the Derby-Shelton Board of Trade, a member of the Shelton Kiwanis Club, Griffin Hospital, and Hewitt Memorial boards.

★ ★ ★

ROBERT F. ELDER has been elected executive vice president of Plax Corporation, Hartford, manufacturer of plastic bottles and plastic film and sheeting. At the same time, Robert A. Glaenzer, formerly Plax general sales manager, was made vice president in charge of sales. C. Paul Fortner, formerly director of research, is vice president in charge of research and development, and Richard S. Light has joined the company as general factory manager.

Mr. Elder has for the past five years been a marketing consultant, prior to which he had been vice president in charge of affiliated companies of Lever Brothers.

Mr. Light has been vice president in charge of all procurement and production in the Snow Crop Division of Clinton Foods, Inc., and before that was manufacturing manager in charge of operations at all Lever Brothers plants.

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AT THE ANNUAL MEETING of R. Wallace & Sons of Canada Ltd., held in Cookshire, Quebec recently, Elson P. Dolliver was elected to the newly created office of executive vice president.

In making the announcement, H. Stuart Stone, Jr., president of R. Wallace & Sons Mfg. Co., stated that Mr. Dolliver will head up the Canadian operations. Also that Mr. Dolliver will spend a portion of his time on special development work for the Wallingford plant.

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GROUNDBREAKING commenced recently for the $2,500,000 Mattoon, Illinois plant for the manufacture of flexible metal hose and tubing by The American Brass Company. Arthur H. Quigley, board chairman, said the completely equipped plant would probably be ready for operation early in January, 1956.

The Mattoon unit will be managed by Ralph C. Donovan of Waterbury.

MEMBERS OF THE BOARD OF DIRECTORS of The Connecticut Light and Power Company look on while Gilbert J. Williams, executive vice president, receives a service emblem from President Sherman R. Knapp to mark his 35th anniversary with the company. Left to right, behind Mr. Knapp and Mr. Williams, are: Robert E. Probst, secretary, and directors Irvin W. Day, Richard Joyce Smith, Charles L. Campbell, George S. Stevenson, Lewis A. Dibble, E. Sheldon Stewart, Richard E. Pritchard, William E. S. Griswold, Sr., John H. Trumbull, Peter M. Fraser, John B. Byrne and Robert H. Knowlton.

CREATION of a hydroelectric operating division within The Connecticut Light and Power Company, as well as several personnel changes, were announced by Sherman R. Knapp, president of the utility.

The new division will consolidate the company's hydroelectric facilities on the Housatonic River into a single operating unit to be known as the Housatonic Hydroelectric Division. Kenneth F. Beckley, presently New Milford district engineer, has been named superintendent of the new division.

Heading the list of personnel changes announced by Mr. Knapp is the appointment of Henry E. Smithwick, presently Litchfield manager, to be district manager at New Milford. He succeeds E. Harold Keeler, who has retired after 45 years of service.

★ ★ ★

A NEW synchronous timing motor has just been added to the line manufactured by the R. W. Cramer Co., Inc. of Centerbrook. Designed for high volume applications such as appliance timers, vending machines and animated displays, the motor is designated Type 113.

According to the manufacturer, right, left or oscillating shaft rotation is available. The torque rating is 30 in. oz. at 1 rpm. Other features are said to include instant start-stop, truly synchronous operation, and temperature rise of only 43 degrees C.

★ ★ ★

A NEW SUB-MINIATURE BLOWER L-R #1, is now in production at Ripley Company, Inc., Middletown.

Said to be the smallest practical, self-contained motor blower available, the L-R #1 uses a 1" diameter impeller, and is capable of efficiently moving large volumes of air: 36.8 CFM at 20,000 RPM. Total weight of the blower and motor is less than two and three-quarters ounces. Designed to meet military specifications, it is available in clockwise or counterclockwise rotations.

★ ★ ★

THE ARMSTRONG RUBBER COMPANY, West Haven, the country's fifth largest producer of replacement tires, has announced the introducduction of a new distributor aid, the "Armstrong Budget Sales Plan." This program enables every Armstrong tire

distributor to secure a complete sales package which includes advertising, merchandising, operating forms and company financing for retail budget sales.

The company has also organized a complete staff of retail sales supervisors throughout the country to assist its distributors in increasing their own retail sales volume and the sales of their associate dealers. This program has been tested and installed during the past few months by various distributors from coast to coast.

★ ★ ★

SERVICE to the community has been a by-word with the Raybestos Division of Raybestos-Manhattan, Inc., who over the years have contributed many fine programs to the town of Stratford, site of the Raybestos plant.

Among them are the company's sponsored four Little League teams; four farm Little League teams; Knot Hole Club for boys and girls; two sponsored Sea Scout Ships; a Junior Achievement Company; the Charity Softball Bowl and the Benefit Basketball Tournament.

One of the feature attractions for the past six years has been the annual Employee Community Service Award and Fireworks Display, held again this year on July 4th at Raybestos Memorial Field.

Following the theme, "A Community is Proud of a Full Time Citizen," the Raybestos Employee Community Service Award is presented annually to an employee who has done most for his or her community outside of regular working hours.

★ ★ ★

AN EXCITING DEVELOPMENT in the electric clock business has been announced by the William L. Gilbert Clock Corp., Winsted. The company has developed a new electric motor that will enable the production of a smaller, less expensive electric clock than it has heretofore been possible to produce.

It operates on one and one-quarter watts, 60 cycle alternating current and uses about half the current of a conventional motor. By using the repulsion effect of electricity on a permanent magnet, loss of power resulting from the use of shading coils has been eliminated and the size reduced to one-third of any other conventional motor. It is designed in such a way that it will only operate synchronously. An ingenious device insures the motor's running only in the proper direction.

The motor will shortly be used in a new, volume-priced electric clock line for Gilbert, and will also be available to the fit-up and advertising display market.

★ ★ ★

PRESIDENT Walter C. Thompson of The Torrington Company has announced the election of a new director and several officers at the recent quarterly meeting of the company's Board of Directors.

Theophil H. Mueller, assistant to the president, was elected a director to fill the vacancy caused by the resignation last December of R. B. Nichols.

These administrative changes were also announced: Milton E. Berglund, vice president of manufacturing, was named executive vice president. Lawrence W. Smith, previously an assistant to Mr. Berglund, was elected vice president of manufacturing.

Byron T. Virtue was elected vice president of engineering, a newly created office at Torrington. The position of vice president of sales was filled by the election of Edward B. Thompson,

formerly sales manager of the Bearings Division. William R. Reid, Jr. was elected assistant secretary and general sales manager.

Floyd A. Pearce was elected vice president of finance and will hold this office as well as treasurer of the company. Walter Hudson was elected an assistant treasurer and Ray E. White, previously assistant treasurer, has been appointed to the newly created office of controller.

★ ★ ★

A NEW 40-page catalog covering their complete line of trunk hardware has recently been published by J. H. Sessions and Son, Bristol. The catalog contains illustrations of their complete line of hardware and luggage accessories and states that the company is also equipped to produce special hardware or stampings. A four-page folder is also available from the company on their line of standard fibre and plywood box and crates hardware.

★ ★ ★

FIFTY top corporate executives and ranking accounting and business experts appeared as speakers, discussion leaders and session chairmen at the 36th International Cost Conference of the National Association of Cost Accountants, held recently at The Waldorf Astoria.

The program dealt with a wide range of the problems and phases of industrial accounting, and placed special emphasis on the newly-developed concept of "management accounting" and data processing.

E. J. Hanley, president of the Allegheny-Ludlum Steel Corporation, Pittsburgh, delivered the lead-off address which considered the difference in the needs of management and the readers of published financial reports for accounting data. William C. Wichman, vice president and general manager, Industrial Power Components Division, General Electric Company, Plainville, also addressed one of the sessions.

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DONALD W. NEWMAN of Cheswick, Pennsylvania, has been awarded the Heppenstall Memorial Scholarship for 1955.

The scholarship, valued at $3,000 covers a four-year course at Pennsylvania State University. Such an award is made each year to the son or daughter of an employee of Heppenstall

Company, steel forgings manufacturer. It is a memorial to C. W. Heppenstall, Sr., president of the company from 1923 to 1939.

★ ★ ★

IN A MOVE to demonstrate the ability to print and finish textiles profitably in the New England area Leona Mills, Inc. and Fastex Printing and Dyeing Corporation have been formed with plant and facilities to be located in Sterling. Building space in excess of 100,000 square feet has been purchased and modern streamlined machinery to process all steps from printing through finishing has been installed.

The plant will be operated under the direction of Harry Levy, president of both firms and Bernard Golding, who will take direct charge of setting up the the plant and managing operations.

★ ★ ★

SCIENCE STUDENTS from Naugatuck and Waterbury visited Naugatuck Chemical Company recently for a first-hand introduction to the chemical in-

A GOLD BEATER'S HAMMER of the type he used nearly a half century ago is held by E. L. Dexter (left) Refining Department Manager of The J. M. Ney Company, dental and industrial precious metal manufacturers, Hartford. Mr. Dexter is congratulated on his 50th anniversary with the company by C. L. Heath, secretary and assistant treasurer.

dustry, as part of Naugatuck's participation in the second annual observance of Chemical Progress Week.

The story of Naugatuck's contributions to the chemical industry, and the part this industry plays in the economy of America, were also presented to borough civic groups during the week by speakers from Naugatuck Chemical.

★ ★ ★

THE BOARD OF DIRECTORS of Plastic Film Corporation, Plainfield, has announced the election of E. V. Disch and Rene Arsenault as vice presidents. Mr. Disch joined the company in 1946 in the production department and became assistant general manager in 1953.

Mr. Arsenault joined Plastic Film in 1948 as a salesman covering New England and became sales manager of consumer products division in 1953.

The corporation makes a varied line of products including packaging materials for the government, industrial products for the New York Times Corporation, supported vinyls for the automotive industry and a luggage covering for one of the largest luggage manufacturers in the country. They specialize in coated and printed knit fabrics for the infant wear and wearing apparel fields.

★ ★ ★

A NEW PLANT to manufacture Turbo plastic insulated wire and cable and electrical insulating tubing was dedicated recently at North Windham by William Brand, president of William Brand & Co., Inc. of Willimantic.

The William Brand & Co. are suppliers to the automotive, aviation, business machine, communication, electric, electronic and associated industries. This addition makes possible the continued growth and expansion of the corporation founded 35 years ago.

The new building, an approximately 60,000 square feet "daylight plant", was engineered to provide the maximum of safety and comfort. The manufacturing areas are fully sprinklered, with automatic fire doors and explosion-proof electric lighting fixtures. All equipment is supplied with the latest safety devices.

William Brand & Co. was formed in New York City in 1920 for the purpose of importing varnished cotton tubing and fabricating mica parts for

THIS NEW PLANT of William Brand & Co. in North Windham, is equipped with wire and tubing extruders of the latest design, as well as the most modern high temperature ovens for the production of silicone and silicone rubber coated fibrous glass sleeving.

resale to radio and automobile manufactureres. In the mid 1930's it became apparent that the European sources of supply would become less dependable and plans were laid for the establishment of an affiliated company. This plant started operation in 1939 in Willimantic with 37 employees. Currently 250 people are employed.

Today increased emphasis is being placed on research and development. Laboratory space has been increased from 1,500 square feet in the old plant to almost 3,000 square feet in the new structure.

★ ★ ★

THE APPOINTMENT of David W. Brown as director of research and engineering of The Safety Car Heating and Lighting Company, Inc., has recently been announced. He succeeds Robert B. Seidel, who recently was elected vice president and general manager of

the Automatic Temperature Control Co. Inc., a subsidiary of The Safety Company.

Mr. Brown, who recently joined The Safety Company as assistant chief engineer, was formerly chief engineer of the Refrigeration Division of The Ultrasonic Corporation, Cambridge, Mass. He is a native of Boston and received a B.S. degree in electrical engineering from Massachusetts Institute of Technology and received his Masters Degree from the Harvard Graduate School.

Mr. Seidel, in his new capacity as vice president and general manager of the Automatic Temperature Control Co., Inc. will be located in Philadelphia. In his new assignment he will have complete responsibility for all operations of ATC. He received a B.S. in electrical engineering from Cornell and a Masters Degree in electrical engineering from the Case Institute of Technology.

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THE GRAY MANUFACTURING CO., Hartford, producers of Audograph Soundwriter dictation equipment, PhonAudograph central dictation systems and specialized communications devices, has appointed Donald Hamilton, Jr., general sales manager, it has been announced by Walter E. Ditmars, president.

Mr. Hamilton will be responsible for marketing, distribution and service policies of the company for Audograph and allied products. He will devote a considerable portion of his time, Mr. Ditmars said, to "broadening Gray's national sales and service program."

A graduate of John Hopkins University, Mr. Hamilton's most recent position was that of general sales manager of the Edison Voicewriter Division of Thomas A. Edison, Inc.

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NATIONWIDE ATTENTION is being drawn to a new technique in highway safety developed with the help of C. R. Burr & Co. in Manchester. An illustrated article in LIFE magazine recently described how rose bushes, planted along the sides of highways, can cushion the shock of vehicles which run off the road and thus minimize injuries and deaths.

The Burr company, one of the nation's largest growers of nursery stock, has cooperated with Andrew J. White, director of Motor Vehicles Research, Inc., of South Lee, New Hampshire, in the development and testing of this unique safety method.

The rose bushes used are not the fancy hybrid tea roses familiar to most people but a far tougher variety called Rosa Multiflora Japonica. For years Burr has been the leading grower of this variety and has shared in the development of the plant as a farm fence and as a hedge for suburban home landscaping. Its exceptionally dense growth, which reaches 8 to 10 feet in height and width at maturity, is so tough and resilient that it can absorb the impact of an automobile traveling at 29 miles per hour and bring it to a stop in 32 feet.

Testing has been carried on in Manchester by driving a car off the highway and into a dense growth of the multiflora rose bushes. If future tests prove as successful as those in the past, the U. S. Government will encourage states to plant these bushes along the roadside to improve both highway safety and the beauty of the landscape.

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NORMAN LEEDS, JR. was elected to the Board of Directors of Raybestos-Manhattan, Inc., at the recent annual meeting of stockholders in the Hotel Biltmore, New York. Mr. Leeds is factory manager at the Raybestos Division in Stratford. He joined the company in 1926 following his graduation from Yale University, where he majored in mechanical engineering.

Other personnel appointments which have been announced by General Manager William S. Simpson are Robert L. Cleveland, Jr. to chief industrial engineer of the Raybestos Division in Stratford; Frederick S. Daly to succeed Mr. Cleveland as general foreman, and William J. Griglock to succeed Mr. Daly as chief production control supervisor.

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FULLER F. BARNES, industrial and civic leader, died at Bristol Hospital, Saturday June 18. He was president of the Associated Spring Corp. from the time of its organization in 1923, and chairman of its board of directors until his resignation in 1954.

Mr. Barnes had been active in the management of many corporations. He was formerly president of the Wallace Barnes Co. He was a director and member of the executive committee of the Southern New England Telephone Company since 1936. He was also a director of the Connecticut Light and Power Co., Veeder-Root, Inc., the E. Ingraham Co. and the Bristol Brass Co.

Also prominent in association activities, Mr. Barnes has served as a director of the National Association of Manufacturers, the Manufacturers Association of Connecticut and the Hartford County Manufacturers Association. He was president of the Spring Manufacturers Association, a member of the Society of Mechanical Engineers and the Society of Automotive Engineers.

He was active in the affairs of his city and state, serving as a State Senator from 1929 to 1933. He was a member of the State Board of Finance and Control and of the committee in charge of the construction of the State Office Building.

He is survived by his wife, a son, Carlyle F. Barnes, two daughters, Mrs. Paul W. Adams and Mrs. William S. Bristow, his brother, Harry Barnes, and eight grandchildren.

★ ★ ★

A NEW CONCRETE-TYPE industrial flooring and construction material that "gives" without cracking under heavy loads, dampens shock and noise, resists alkalies and mild acids, is waterproof and has a non-slip quality, has just been developed by Naugatuck Chemical division, United States Rubber Co.

The material is a combination of liquid rubber and a special cement

powder and is called Laticrete. The rubber content is said to make it so flexible when hard that a long, thin slab can be bent into a circle by hand. The rubber also gives the cured mix "bounce" and a tight bond that makes it resist breakdown under heavy use. Test patches in factories show virtually no wear after two years of high-volume traffic.

The concrete-rubber mix is a surface coating and can be used for repair work or in new installations. It is said to have good adhesion to concrete, metal and even glass.

Laticrete comes in two parts—the powder and a liquid rubber—and is prepared like regular concrete. Standard masonry equipment is used both to mix and apply it.

In development for the past six years, the material is now being evaluated by approximately 60 companies. It was pioneered by the rubber company's Canadian subsidiary, Dominion Rubber Co., Ltd., and a number of test installations have been made in Canada.

The test applications include repairing worn concrete floors, installing new floor toppings, cushioning pads for heavy machinery, protecting floors and equipment subject to chemical attack, putting non-skid surfaces on ramps used by fork lift trucks, waterproofing the interiors of storage tanks, patching damaged concrete walls, putting a noise-deadening layer on hard-surfaced floors, eliminating dusting conditions on floors in food and drug plants and also in hospitals.

SEVERAL NEW MACHINE TOOLS, developed by Pratt & Whitney Division Niles-Bement-Pond Co., West Hartford, will be exhibited in operation in Space 1219 at the Machine Tool Show to be held this September in Chicago.

A new design Die Sinker, which has been added to the company's well known line of Die Sinking Machines for the drop forging industry, is capable of handling heavy dies with unusual ease under hand operation, and is equipped with a hydraulic duplicator for tracer control operation, will be part of the company's exhibit.

Also, a Numerically-Controlled Jig Borer, in which numerical information is fed into the machine to cause the work table to automatically position itself to .0001" accuracy; a new 48 inch Precision vertical Rotary Table, designed especially for inspecting large, heavy workpieces and to provide precise work location on heavy equipment for boring, facing and other machining operations.

A new model BL Keller Tracer-Controlled Milling Machine, designated the BL 3622, Model C, will also be displayed for the first time. This new machine retains all of the basic Keller features that have won widespread recognition throughout industry for accurate and low cost production of dies, molds, prototoypes and many other jobs requiring the accurate duplication of complex irregular contours.

The exhibit will also feature the newly developed duplicator, the "Velvetrace" Milling Machine, which is capable of reproducing the finest details of virtually any 3-dimensional model to an accuracy previously not obtainable; and a new Vertical Precision Hole Grinder. Designated the No. 2E, this machine is designed to grind straight or tapered holes and radii with extreme accuracy in size and position in a fast, easy operation. The No. 2E differs from conventional grinders in that the work is strapped to a table and does not revolve.

★ ★ ★

UNDERWOOD CORPORATION, Hartford, has taken the first major step toward realization of a projected expansion program, including the construction of an industrial park containing one of New England's largest and most modern manufacturing plants.

This was announced recently by L. C. Stowell, president of Underwood, upon acknowledging a one-year option

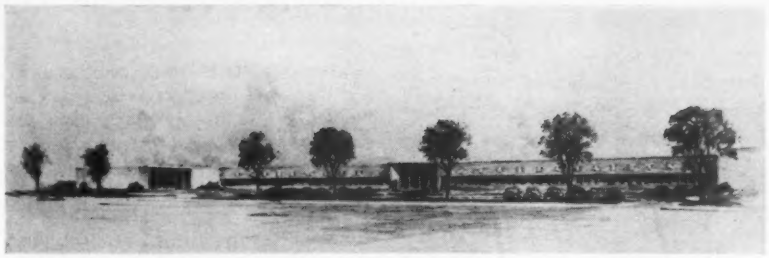
on a 420 acre tract of land located in Hartford's South Meadows section. The area includes what is now Brainard Field, one of the nation's first municipal airports.

According to Mr. Stowell, the action climaxed many months of study by Underwood Corporation to determine the optimum location and conditions for its planned expansion. The company, which manufactures a complete line of business machines, has conducted its typewriter operations in Hartford since 1901. Its Capitol Avenue plant, with 23 acres of floor space, is the largest typewriter factory in the world.

The projected plant, Mr. Stowell said, "will have the most up-to-date facilities, which will contribute to increased efficiency in production and to the greater welfare and comfort of our employees. It will not be just another new and modern factory, but part of an attractive industrial park that will enhance the area and be a real contribution to the community," he said.

According to Mr. Stowell, the company investigated possible locations in many parts of the country. "After all factors were reviewed, the decision was made that it would be best for employees, customers and stockholders to have Underwood remain in the community which has become identified with our products and of which we have become a part.

"We know from experience that Connecticut craftsmen skilled in the art of making quality business machines are available in the Hartford area. We feel a confidence in the industrial future of Hartford, just as we know our company will continue to grow and prosper in the years to come," Mr. Stowell said.



ARCHITECT'S RENDERING of one possible concept of Underwood Corporation's proposed new plant for the Brainard Field-South Meadows area of Hartford.

Selling In 1955

(Continued from page 17)

Second, the product must be made at competitive costs, not only in terms of what people can buy similar products at, but if it is an entirely new product, in terms of what people might be willing to pay for it. Your cost of manufacture, then, must compete with other costs of manufacture or with the other many pressures on the available purchasing dollar. So cost of manufacture, which is the basis of what you must charge for a product, is also a selling consideration. The allowable cost of manufacture is ab-

solutely determined by the people in your market.

Third, products must be packaged and displayed for effective selling. Our market is a complex and, at times, a capricious one. It not only is sophisticated in terms of product values, but it has taste and a sense of style. It wants its things to look good and to be dressed properly. So products compete with each other in their intrinsic qualities, and also in their external qualities. The American market is a package-conscious, convenience-conscious, and appearance-conscious market. And these externalities are important selling factors. They had better be included most of the time.

Fourth, you can have the best product in the world and a team of the most persuasive salesmen, but you are not going to get your share of the market unless you use the right channels of distribution. The right channels of distribution are not necessarily the ones you've always used or the ones longest in business. They are the ones that can effectively carry your lines to those market centers where most people gather at most times to buy products of this character. This seems like an obvious observation, but I assure you from long experience I have learned that distribution lines are being crossed everday because of the changing buying habits of the American market. Think of the expansion of the related lines of chain drug stores, automobile accessory stores, and super markets, to name but a few. In this connection I would say that dynamic selling must move with and even anticipate changes in distribution patterns, and distribution must become as free of tradition as are the buying habits of the market.

Fifth, while it is commonly said that the American people are the most over-advertised and over-promoted people in the world, advertising and promotion are in the very nature of the market. In selling this market, the competition is fierce, but it turns not only on price, quality and availability, but on advertising and promotion as well. If you look backwards on the long road of American business you will recall the names of brands, once successful and accepted, that withered away because their advertising was suspended. So this selling job we're talking about involves the support of advertising and promotion. This does not mean I am advocating a formula of advertising or the use of pre-conceived ideas or the imitation of what everyone else is doing. Advertising and promotion can better be summed up in the single word "communication." In other words, selling requires communication. The market wants to hear about the product, its virtues, its qualities, its prices, and the seller must find effective ways to communicate this knowledge.

Originality Important In Winning

In addition to these factors that I consider part of the all-embracing selling job, I believe there must also obtain an ability to move, not as an echo, but as an innovator in this multifaceted American market. We have noted some of the changes that have occurred. We must also anticipate and be prepared to meet the changes of tomorrow, whatever they might be. Indeed, effective and imaginative selling should be a catalyst of change.

This prescription involves an attitude of doing business. To meet the challenge of the future, everyone in the business of making and selling goods and services should attempt an appraisal of what that future is going to be. We hear of the increase of automatized industry, for example. It intrigues us as it does all Americans. But if we are going to be up there in front ready to sell and serve a population working in an automatized industry, we had better try to understand what changes will take place in that population. We know, for example, that increasing automation will increase the number of skilled workers in America, and with that increase there will be a commensurate increase in the number of families in the $3,000 to $10,000 a year group. I think that will happen and I think that defines for me a kind of selling target.

We have a highly inventive industry that seems capable of developing everything out of anything. The seller of the future had better be fairly well informed on the developments of new materials and new methods of making things. This market will accept what is new. Those of us ready to serve its curiosity and its new tastes will have a very definite selling edge.

Selling—successful selling—in 1955, '56 and '66—is a complicated operation, depending upon an awareness of what is happening in the social and economic aspects of our population. It requires a grasp of market information and of those elements which make

up the American character. It asks that our business enterprises be daring and assumes risks in hazarding the new. It requires that sellers be armed with knowledge that can be used to design, to make and to use goods.

In a word, selling in this epoch of America's greatness does not begin but only ends with a pencil and order book.

New Haven Holds Sixth BIE Day Conference

(Continued from page 11)

COMMENT. "The relationship developed between industry and school system is better understood through these visiting days."

"Yes. It creates a much needed opportunity to many social classes for better understanding of everyday community and social problems."

"The free interchange of opinion around a small luncheon table is the best feature of the whole thing."

"Through BIE Day the teacher has a better understanding of how business and industry serve our community."

"Many places cannot have children visiting so teacher gets a chance to. Explaining to class also tells the children what opportunities for jobs will be open to them when they need them."

QUESTION. How would you rate today's experience in comparison with the usual tour of a business firm?

COMMENT. "Much preparation went into plans for our visit as I noted the program—first hand sources material so different than I had imagined or could get from an advertising pamphlet of same."

"I was treated as a privileged guest with special consideration for my comfort. We were warmly received by the President and other executives of the company."

"Management leaned over backward to help us understand their problems and explain all phases in their operation."

"I have enjoyed each of the six BIE Days. It is very hard to compare them."

QUESTION. Do you feel that the day was worthwhile?

COMMENT. "It is always worthwhile for any one, but especially for teachers, to see the world from another viewpoint."

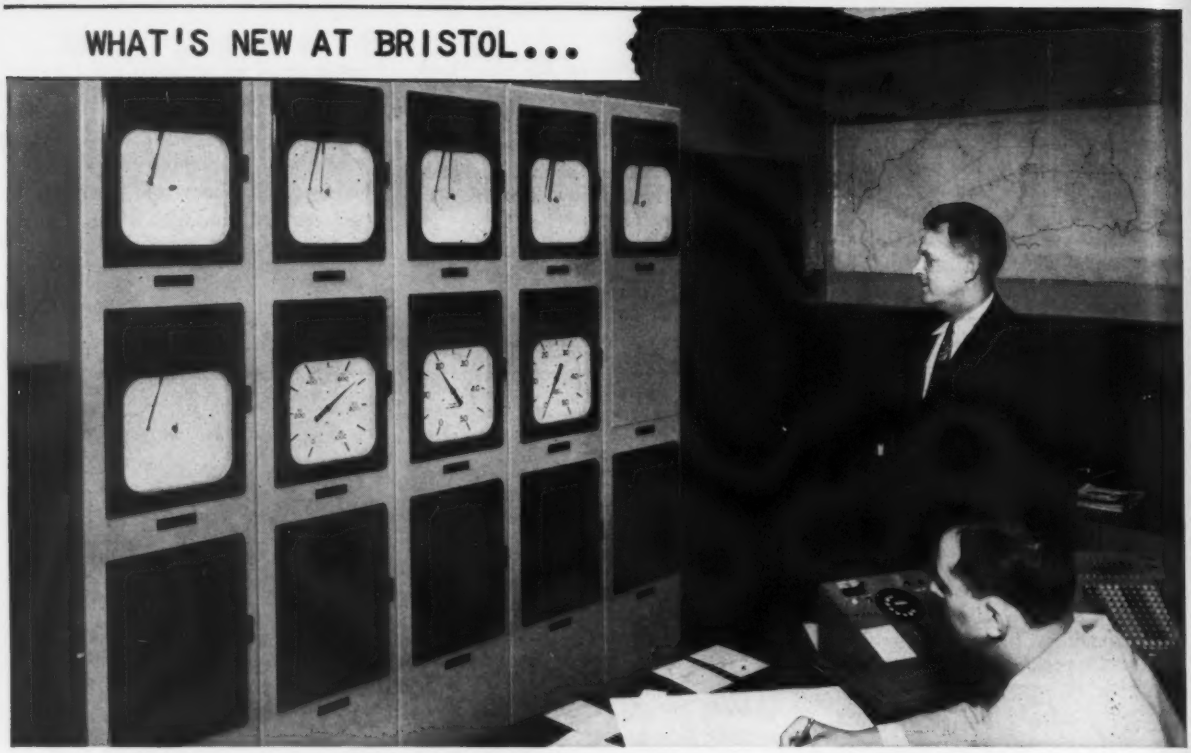
"Always learn a lot on BIE Day. Look forward to the next year."

"Yes, I do. I had no idea as to how such an organization as this conducted its business. As a result of my tour, I fully understand how a business of this type functions."

"It creates pride in our community, knowledge of its problems and I hope mutual respect."

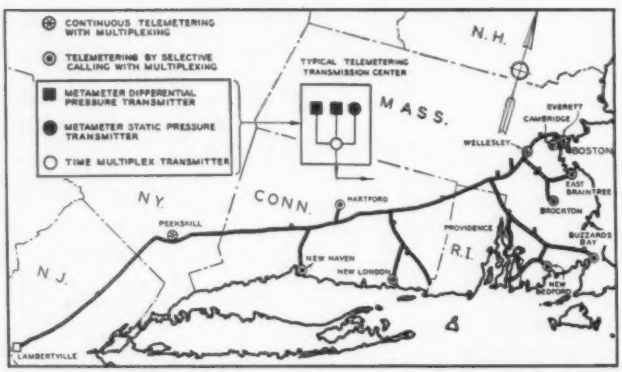
"It was a wonderful experience to meet the various officials and workers and to observe the harmony and kind spirit which existed throughout the entire concern."

WHAT'S NEW AT BRISTOL...



EASY-TO-READ Bristol Metameter Telemeters at Algonquin Gas continuously record information on twelve measurements of static and differential pressures in the Boston area. Bristol Multiplex receivers (bottom row) segregate incoming signals and direct them to proper receivers.

Continuous, system-wide telemetering pays off for Algonquin Gas



MAP SHOWS Bristol telemetering equipment on the Algonquin Gas Company's pipeline.

Every gas company sells two commodities. Gas – and service. *Reliable* service. Service that builds confidence. Service that turns prospects into customers, customers into friends.

How to achieve this kind of service? The Algonquin Gas Transmission Company of Boston finds the answer in a Bristol Metameter® Multiplexing Telemetering system. With the help of the Bristol installation, Algonquin can supply gas to its customers at pressures which the customers have determined are best for their operation – with an absolute minimum of service discontinuities.

Why Bristol equipment? Because Algonquin felt it was simply good business to deal with the acknowledged leader in telemetering equipment. Let us tell you how Bristol's 65 years of instrument experience can help you, too. Write for Bulletin M1710 to The Bristol Company, 163 Bristol Road, Waterbury, Conn. 4.38

BRISTOL

MADE IN CONNECTICUT

TRADE MARK BRISTOL'S REG U.S. PAT OFFICE

POINTS THE WAY IN HUMAN-ENGINEERED INSTRUMENTATION

AUTOMATIC CONTROLLING, RECORDING AND TELEMETERING INSTRUMENTS

PUBLIC RELATIONS

BY A. F. KACYNSKI

Public Relations Director

"COMMUNICATIONS" is perhaps the most important word in the vocabulary of our times. In its finest and broadest sense it represents complete understanding between people.

Communications for an association, such as MAC, involves at least two essentials. It speaks and acts for industry through all media and at levels that cannot be reached by individual companies. More personally, it assists local industry to contribute to the whole program in their individual communities.

Public relations begins at home. So it is with the MAC. This year all companies received an illustrated brochure called "Service To Industry." It was an effort to communicate with members about the many services the MAC staff can perform and stands ready at all times to perform. To maintain a close contact a new column in "Connecticut Industry" will carry an intermittent series of outlines of the many services under the masthead of "Services To Industry."

Proof that the MAC considers the word communications important can be found in its newly adopted "Affirmation of Purpose." One of the objectives in that statement reads, "To help Connecticut manufacturers develop a full understanding of their broadening social and economic responsibilities to the public; and to maintain effective channels of communication to help the public, in turn, to understand industry's contribution to the economic and social welfare of the people of the state.

Personal communications is a technique that will bring better results than the transmission of written or spoken messages. Through selling efforts in the field, the membership roster of the MAC now contains about 1,400 companies. There was a big growth during the past six months and it is directly attributed to the technique of introducing the Association personally to prospective members. To keep you "in-touch" with us, our field man will probably come your way one day to ask, "How's Business?"

To reach executives and public relations people in industry, a new bulletin under a public relations masthead has been added to the many distinctive bulletins already being mailed to members. The public Relations Bulletin joins the acceptable list of bulletins such as Business Roundup, Taxation, Transportation, Foreign Trade, Congressional Digest, Industrial Relations, Connecticut General Assembly, Connecticut Observer in Washington and General. All of these communicate to members special messages and information in tune with the times and changing conditions.

Communicating with Legislators is an important and unusual opportunity for the MAC. That is true especially when the General Assembly is in session. As MAC speaks for industry as a whole, it presents an oral and written commentary of factual and statistical background on issues as they relate to industry. Taking an additional step in its communications, the Association makes this same information available to editorial writers, reporters, columnists and radio commentators.

An example of this can be found in the recently published brief but comprehensive pamphlets on Unemployment and Workmen's Compensation which were designed for legislators but were also presented to the press and radio of Connecticut and over 300 community groups throughout the state.

Another "must" activity is publicity properly adapted to magazines, news weeklies, special publications, newspapers and radio. Publicity is perhaps the most versatile tool of public relations. Publicity from the MAC usually

takes the form of news released to press syndicates, newspapers, radio and television. Sometimes it is feature material for Sunday supplements or radio. Sometimes it may take the form of pamphlets, brochures or direct mail.

Communication is a basic force which must be used constructively. With the MAC publicity is never Barnumesque ballyhoo. Contrarily, it is communicating information to produce social enlightment.

Miller Company Installs New Annealing Furnace

(Continued from page 13)

travelling crane that is used to raise and lower the heating bells and to move the metal to and from the annealing bases.

Annealing with this type of equipment utilizes a controlled atmosphere, principally nitrogen. The nitrogen is generated in a separate unit specially designed for the combustion of fuel gas so as to leave it free from oxygen and sulphur and reduce the moisture content practically to zero. Throughout the annealing cycle this gas is used under the inner cover to protect the finish of the metal by preventing the formation of surface oxides.

Metal to be annealed is loaded on racks, picked up by crane and placed on the furnace base. The alloy steel inner cover is lowered over the metal and is sealed in oil and water at the base prior to the introduction of the nitrogen atmosphere. After the oxygen is removed, the heating bell is lifted into place and lowered slowly. Heat is transferred to the inner cover through gas-fired radiant tubes, and circulated inside the cover by a high velocity fan in the base. When the proper temperature is reached, the heating bell is removed and a cooling bell is placed in position. This circulates cool air about the inner cover. At 500°F a water spray is introduced, for faster cooling. When the metal is sufficiently cool, the inner cover is removed and the charge is unloaded. Temperatures throughout the annealing cycle are automatically controlled. Each anneal is charted on a modern electronic instrument panel. This makes possible a more rigid control of the temper of the metal.

During the summer months, complete new metal cleaning facilities will be put into operation, to be followed later by new rolling and casting equipment. Ultimately this Division will be one of the finest equipped small mills in the brass industry, even better able to serve its many customers throughout the country with the highest quality phosphor bronze and brass sheet and strip; which is used for the fabrication of a broad range of consumer and industrial products.

BUSINESS TIPS

from

School of Business Administration

University of Connecticut

The Workerless Factory — A Figure of Speech *

SINCE 1947, when the Ford Motor Company renamed a section of production engineers, whose job was designing work-handling devices, the automation department, the term "automation" has become increasingly popular. Some view "automation" as the key to increased productivity, a richer life, easier and more enjoyable work, and an increasing level of living. Others view "automation" with alarm, visualizing workerless factories, mass unemployment, and mass misery.

The difference in views is complicated by the fact that the term means different things to different people. To some, "automation" means any type of advanced mechanization such as in the automobile industry. To these people "automation" is primarily the integration of machines with one another and the substitution of machines for men, especially in materials handling. This type of "automation" is new only to the extent of its name. The idea is hundreds of years old. Back in 1784, Oliver Evans built a flour mill that was virtually automatic. That is, the wheat went in one end and was transported by conveyors through the process (without human effort) until it emerged as flour. For those who view "automation" in this sense, its promise and problems are not unique.

To others, "automation" denotes a wholly new technology. It refers to mechanization of a special sort—*the self-regulation* of the processing, material handling, and inspection functions of an entire operation. The concept of the feedback or closed loop control is basic here. The governor on the steam engine was one of the earliest automatic control devices invented. Perhaps feedback control can be illustrated by the home thermostat which automatically controls the furnace depending upon room temperature. As the temperature in the room rises above the thermostat setting the thermostat acts to start the furnace and increase the temperature and conversely this interdependence of action is typical of feedback control. It is this type of "automation" that has caught hold in industry in the last decade and has caused some people to talk of a second industrial revolution and workerless factories. The speed of this development is causing "temporary dislocations" which are serious.

Reports of "automated" installations have been particularly startling because of their emphasis on labor saving. One often sees reports like, "Ten workers are now required instead of one hundred," or, "the entire project is operated automatically by a series of switchboards which extend for an unbroken ten miles—Humans average two to the mile." The statements carry connotations which are not *necessarily* valid. To some, these reports connote tremendous increases in efficiency and cost reductions. It is unfortunate that the increase in expenses like depreciation, interest, and maintenance should not be mentioned along with the savings such as labor productivity and improved quality of the product. It is, after all, the reduction in total costs which is significant. (It is not meant to imply that total cost comparisons would be easy to make. One problem would be ascertaining the future life of the equipment which would of course be subject to error.)

This emphasis on labor savings has brought to the fore fears of chronic unemployment. This fear is not new, of course. Some three hundred years ago an inventor in Danzig built a loom that could weave six webs at once and the authorities suppressed it to protect the "poor". Not satisfied, the poor seized the inventor and drowned him. And during the great depression of the 1930's a Congressman said, "Science and invention are to blame for the

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present unemployment in America." The argument of those foreseeing chronic unemployment resulting from technological change is both simple and fallacious. If factory A buys ten machines doing the work of fifteen workers each, 150 workers are laid off. If ten companies do likewise, 1500 workers are laid off, etc. If we have workerless factories we have mass unemployment. The fallacy of this reasoning, of course, is that generalizations are made from particular facts without viewing the economy as a whole. It neglects to analyze the effects cost saving equipment have on the sales volume in the particular industry and all others. It neglects to analyze the employment possibilities in the industry making the equipment, new industries, and other established industries. The relationship between mechanization or "automation" and unemployment is not simple but there is no valid evidence that machines cause permanent unemployment. Few, if any, respected business leaders, economists, government officials, or labor leaders hold this to be so. The late Philip Murray's statement that, "I do not know of a single solitary instance where a great technological gain has taken place in the United States of America that it has actually thrown people out of work," is typical of their thinking in regard to the long run effects. Since there is agreement on the long run effect, it is unfortunate that there isn't a better meeting of the minds on the short run effect.

The rate at which "automation" is applied to industry does however affect the short run problems. It is with these problems that the energy of all concerned should be focused. It is obvious that *particular* workers oftentimes will suffer when "automation" is applied to an industry. The problems facing these people and the society in which they live are most serious. It often means temporary loss of income, seniority rights, pension rights, loss of the value of a particular skill that "automation" has rendered obsolete. It might necessitate relocation of one's home, giving rise to further problems. All of these problems have been incurred before but perhaps not to the extent that the present rapid application of "automation" is causing. It is the transitory problems of technological change that has prompted Walter Reuther to say, "the guaranteed annual wage is not a panacea, but it is the single most important factor in dealing with problems arising through automation."

What, then, can be done to minimize the impact of "automation" on the particular worker? Since "automation" results in the need for different skills—more engineers, technicians, and skilled maintenance men—an extensive training program carried out by the effected companies is mutually beneficial. Further, when discharges are unavoidable, management should make the "temporary dislocation" as painless as possible by giving maximum advance notice to affected employees and by assisting them in finding employment elsewhere. Termination pay and Unemployment Insurance payments, of course, ease the financial burden of temporary unemployment. Finally, the educational institutions should be geared to the needs of this dynamic society.

"Automation" will, no doubt, move forward and we will have *some* factories with a limited number of employes, but the "Workerless Factory" as typical in industry belongs in science-fiction. Indeed, if all goods could be produced without human effort we would live in a Utopia where the primary problem would be one of allocation of these goods.

ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

Budget Control

MOST items of expense, both manufacturing and administrative, can be budgeted. By furnishing management with periodic comparative reports, management will be in a position to intelligently control the expenditures that so often eat into what should be a good profit. A Budget is the only system ever devised which requires the responsible officers to estimate their future requirements and at the same time account for their past actions. The budget is the best financial control possible for most types of operation. The budget should be constructed exactly in line with the chart of organization and therefore synonymous with the accounting system. A budget assures these three factors:

1. Provides the basis for excellent internal control at all levels.
2. Provides for comparisons between estimated results and actual results.
3. Assures an integrated program.

Budgeting in business formulates a program of sales, production and finance which assures management that a plan is being followed which will insure an approximately known profit. Budgeting controls coordinates sales, production and all activities of the business, thereby focusing attention on the whole organization.

Without budgets, where expense items are not sufficiently detailed, quite often the mistake is made of trying to reduce the total expense, when perhaps use of some items should be increased because they have a direct relation to increased sales or to greater reduction of other costs.

It further serves to educate all minor executives in the purposes, policies and organization of the entire company.

By using a good budget system, the heads of departments are required to express themselves in clear definite terms which are readily understood by all concerned.

Up until not too many years ago, business records were kept for three basic reasons: to pay employees, to pay vendors for outside purchases and for collection of monies due from customers.

Today, however, things are quite different. Governmental requirements have greatly increased the need for more and more elaborate records. The necessity of filing various and sundry reports with the government has forced

management into obtaining more information about its business. While all of us are reluctant to file the many governmental reports and none of us likes to pay taxes, we will have to admit that in many ways it has been a good thing for businesses in general that we have been forced to obtain more information.

A Helping Hand For Industrial Parts Manufacturers

(Continued from page 12)

Training Program Essential

Selection of the sales agent is only one step in the creation of the parts manufacturer's sales force. Now, the sales organization must initiate a training program that will make sure each sales agent appointed will have complete information about the products of the manufacturer he will represent. He must know the products' advantages, their applications, and their limitations.

Included in this training program should be a visit to the parts manufacturer's plant, where the sales agent is given an opportunity to study the products he will sell and to become acquainted with the manufacturer's facilities, operations and personnel.

Carrying the training out into the field, the sales organization performing a complete service will have members of its own engineering staff make sales calls with the newly appointed sales agent to make sure he has all the technical information necessary to sell successfully.

Finally, the sales agent should be provided with—and trained in the use of—the manufacturer's catalog files, technical data sheets, promotional folders, visual sales presentations, sample kits and other sales aids which will help him to sell the manufacturer's parts more effectively.

Follow Through and Promotion Activities

Having selected and trained the sales agents, the sales organization serving the parts manufacturer should then follow through by directing the sales agents' activities in the field to guarantee that they will bring the manufacturer's sales story to as many prospects as possible. One effective way of pre-conditioning prospects to the advantages of the parts manufacturer's products is by developing a mailing list that includes many thousands of the people in the original equipment market who influence the buying. This list should be kept active and up-to-date by the sales organization by continuing person-to-person and mail checks. In some cases lists, designed to meet requirements of individual companies, should be developed. Maintaining close contact with the sales agents in the field at all times, the sales organization should not terminate its activities with the getting of orders, but should work with the sales agents to insure proper servicing of the accounts and to offer advice and assistance that will bring about the customer's complete satisfaction and assure profitable repeat business for the parts manufacturer.

Every step of the way, the parts manufacturer may be relieved of time-consuming details . . . with the sales organization setting up the advertising budget; working closely with the advertising agency to insure the greatest possible return from every advertising dollar spent; providing business-building publicity on product development, and arranging for trade show displays and exhibits. The parts manufacturer also may be relieved of many important clerical services he finds difficult to perform because of limited personnel, such as: Commission breakdowns to sales agents; monthly territorial sales reports; quotation reports and competitive reports that keep the parts manufacturer informed of the status of his products as compared to those of his competitors; filling literature requests, insuring follow-up, and evaluating leads.

Yes, this is an age of specialization. The original equipment manufacturer calls on the specialist in parts manufacture to make parts better and cheaper than he could produce them himself. The parts manufacturer, in turn, calls on the specialist in selling to enable him to make a bigger profit on the sales of his products to the original equipment market by doing a better selling job than he could do himself—and doing it at lower cost.

The net result of this combining of the talents and capabilities of specialists is the ability to offer the consumer a better product at a lower price, a price he can—and will—pay.

Yankee Toolmaker

(Continued from page 9)

tion of its 75th anniversary this year. During the Employee Open House, more than 10,000 employees, their families and friends toured the company's sprawling operations. There were an additional 2,000 visitors who toured the plant during Civic and Customer-vendor visitation days which were spread over a period of three weeks. They came from all over the world; France, Germany, Canada, Japan, South America and England to name a few.

Almost every state in the United States was represented by dealers, customers and vendors at one time or another during this period. Civic Days provided local business, industry and civic leaders the opportunity to see at first hand a company that from a humble beginning in Bridgeport 75 years ago is today one of the largest manufacturers of machine tools in America.

Statistics on the Open House are interesting; for instance, the 12,000 visitors walked approximately 23,000 miles or an average of 1.9 miles per person. Cars assigned to transportation of visitors to and from airports, railroad stations and other miscellaneous travel was over 5,000 miles. Approximately 20 companies flew their officials to Bridgeport in private company planes. One, a converted airliner, was equipped with lounges, writing desks and a 12 foot bar for serving light lunches and refreshments enroute.

Twelve thousand feet of half inch rope was required to rope off the tour route during Employees Open House. To answer visitors questions it was necessary to station over 100 guides throughout the plant. Approximately 40 guides served full time during the Civic Days and customer-Vendor visitation period.

In commenting on the results of the anniversary celebration Mr. E. C. Bullard, President and General Manager said,

"It was a wonderful tribute to The Bullard Company and all employees, past and present that so many thousands of people would take the time to visit us during our Open House. It inspires us all at Bullards to live up to and carry on the traditions created over the last three quarters of a century".

Bullard's Importance to Bridgeport

The place The Bullard Company occupies in the economy of Bridgeport and the nation is indicated by the fact that since 1917 the firm has paid out over $223,181,379 in wages with a peak payroll in 1953 of close to $24,000,000.

The Bullard Company has been woven into the fabric of Greater Bridgeport community life since its beginning. From a thirty by sixty room, it has grown until it will occupy by the end of 1955, over one million square feet of space.

It is indeed hazardous to predict the future but with the history of its past as an indication, there seems little doubt that The Bullard Company is moving toward its Centennial well equipped to maintain its position and to meet the challenges that lie ahead and to play its part in helping to create an even better way of life.

CONNECTICUT ADVERTISING SERVICES

A DESCRIPTION OF THE PRINCIPAL ADVERTISING SERVICES RENDERED BY LEADING ADVERTISING AGENCIES IN THE STATE

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings purchased by Connecticut manufacturers. Interested buyers may secure further information by writing this department. Connecticut manufacturers desiring to list their products in this department should write the Editor for listing rates.

(Advertisement)

Accounting Forms
Baker-Goodyear Co The — New Haven

Accounting Machines
Underwood Corporation — Bridgeport

Adding Machines
Underwood Corporation — Bridgeport

Adhesives
Polymer Industries Inc — Springdale

Advertising Mats
Lockwood Sons Inc Wm H — Hartford

Advertising Plates
Lockwood Sons Inc Wm H — Hartford

Advertising Specialties
H C Cook Co The 32 Beaver St — Ansonia
Halco Co — New Haven

Aerosol Products
Bridgeport Brass Company — Bridgeport

Air Compressors
Spencer Turbine Co The — Hartford

Air Conditioning
Norwalk Airconditioning Corp The (forced air heating units oil fired) — South Norwalk

Air Impellers
The Torrington Manufacturing Co — Torrington

Aircraft
Sikorsky Aircraft Division United Aircraft Corporation (helicopters) — Bridgeport

Aircraft Accessories
Chandler Evans Div Niles-Bement-Pond Co (Piston and Jet Engine Accessories—Carburetors, Fuel Controls, Afterburner Regulators, Pumps, Servomechanisms and Protek Plugs) — West Hartford
Fenn Mfg Co The (Hardened and Ground Gears assemblies) — Newington
Gabb Special Products Div E Horton & Son Company (filler caps—pressure fuel servicing systems) — Windsor Locks
Hamilton Standard Div United Aircraft Corp (propellors and other aircraft equipment) — Windsor Locks
Manning Maxwell & Moore Inc (aircraft pressure switches and jet engine afterburner control systems) — Stratford
Russell Manufacturing Company The (CAA approved safety belts; webbing and hardware for safety belts; shock rings and shock cord; ring and cord hardware; webbing for all aircraft applications) — Middletown

Aircraft Instruments
Gorn Electric Company Inc — Stamford

Aircraft—Repair & Overhaul
Airport Department Pratt & Whitney Aircraft Division — Rentschler Field East Hartford

Aircraft Sheet Metal Work
Aero Form Co — New Haven

Aircraft Studs & Bolts
Britton Mfg Co Inc The — Hartford

Aircraft Test Equipment
United Manufacturing Co Division of The W L Maxson Corp — Hamden

Air Ducts
Wiremold Co The (Retractable) — Hartford

Air Heaters—Direct Fired
Peabody Engineering Corporation — Stamford

Alumilite Aluminum Sheets
Leed Co The H A — Hamden

Aluminum Bronze Castings
Knapp Foundry Company Inc — Guilford

Aluminum Castings
Consolidated Industries Inc — West Cheshire
Eastern Malleable Iron Company The — Naugatuck
Newton-New Haven Co 688 Third Avenue — West Haven
Charles Parker Company The — Meriden
Stamford Casting Company Inc (Aluminum, Magnesium and Bronze) — Stamford

Aluminum Extrusions
Bridgeport Brass Company — Bridgeport

Aluminum Forgings
Bridgeport Brass Company — Bridgeport
Consolidated Industries Inc — West Cheshire
Scovill Manufacturing Company — Waterbury 91

Aluminum Ingots
Lapides Metals Corp — New Haven

Aluminum Lasts
United States Rubber Company Shoe Hardware Division — Waterbury

Aluminum—Sheets & Coils
United Smelting & Aluminum Co Inc — New Haven

Ammunition
Remington Arms Co Inc and Peters Cartridge Div — Bridgeport
Winchester Repeating Arms Company Division Olin Industries Inc — New Haven

Anodizing
Conn Metal Finishing Co — Hamden
Laurel Electro Plating — Waterbury
Leed Co The H A — Hamden

Anodizing Equipment
Conn Metalcraft Inc — New Haven

Asbestos
Auburn Manufacturing Company The (gaskets, packings, wicks) — Middletown

Asbestos & Rubber Packing
Colt's Manufacturing Company — Hartford

Asarcon Bronze
Knapp Foundry Company Inc (bushing & bearing stock) — Guilford

Assemblies—Small
Barnes Co The Wallace Div Associated Spring Corp — Bristol
Greist Manufacturing Co The — New Haven
Humason Mfg Co The — Forestville
J H Sessions & Son — Bristol

Auto Cable Housing
Wiremold Company The — Hartford

Automatic Control Instruments
Bristol Co The (temperature, pressure, flow, humidity, time) — Waterbury

Automobile Accessories
Kilbourn-Sauer Company (lights and other accessories) — Fairfield

Automotive Bodies
Metropolitan Body Company — Bridgeport

Automotive Parts
Eis Manufacturing Co (Hydraulic and Mechanical) — Middletown
Raybestos Division of Raybestos-Manhattan Inc (Brake Lining, Lined Brake Shoes, Clutch Facings, Automatic Transmission Parts, Fan Belts, Radiator Hose and Miscellaneous Rubber) — Bridgeport

Automotive & Service Station Equipment
Scovill Manufacturing Company (Canned Oil Dispensers) — Waterbury 91

Automotive Tools
Eis Manufacturing Company — Middletown

Bags—Paper
American Paper Goods Company The — Kensington

Bakelite Moldings
Watertown Mfg Co The — Watertown

Balls
Abbott Ball Co The (steel bearing and burnishing) — Hartford
Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum) — Hartford
Kilian Steel Ball Corp The — Hartford

Banbury Mixers
Farrel-Birmingham Company Inc — Ansonia

Barrels
Abbott Ball Co The (burnishing and tumbling) — Hartford
Hartford-Steel Ball Co The (tumbling) — Hartford

Barrels—Tumbling
Conn Metalcraft Inc — New Haven

Baskets—Wire
Rolock Inc — Fairfield

Bathroom Accessories
Autoyre Company The — Oakville
Charles Parker Co The — Meriden

Batteries
Bond Electric Corporation Division of Olin Industries Inc (flashlight, radio, hearing aid and others) — New Haven
Winchester Repeating Arms Co Division of Olin Industries Inc (flashlight, radio, hearing aid and others) — New Haven

Bearings
Fafnir Bearing Co (ball) — New Britain
Marlin-Rockwell Corporation — Plainville
New Departure Div of General Motors (ball) — Bristol
Norma-Hoffmann Bearings Corp (ball and roller) — Stamford

Bellows
Bridgeport Thermostat Company Inc (metallic) — Bridgeport

Bellows Assemblies
Bridgeport Thermostat Company Inc — Bridgeport

Bellows Shaft Seal Assemblies
Bridgeport Thermostat Company Inc — Bridgeport

Bells
Bevin Brothers Mfg Co. — East Hampton
Gong Bell Co The — East Hampton
N N Hill Brass Co The — East Hampton

Belt Fasteners
Saling Manufacturing Company (patented self-aligning) — Unionville

Belting
Hartford Belting Co — Hartford
Russell Mfg Co The — Middletown

Bends—Pipe or Tube
National Pipe Bending Co The — 160 River St New Haven

Bicycle Coaster Brakes
New Departure Div General Motors Corp — Bristol

Bicycle Sundries
New Departure Div General Motors Corp — Bristol

Binders Board
Colonial Board Company — Manchester

Biological Products
Ernst Bischoff Company Inc — Ivoryton

Blacking Salts for Metals
Enthone Inc — New Haven
Mitchell-Bradford Chemical Co — Bridgeport

Black Oxide Treatment
Bennett Metal Treating Co The 1045 New Britain Ave — Elmwood

Blades
Capewell Manufacturing Company Metal Saw Division (hack saw and band saw) — Hartford

Blocks
Howard Company (cupola fire clay) — New Haven

Blower Fans
Colonial Blower Company — Plainville
Spencer Turbine Co The — Hartford

Blower Systems
Colonial Blower Company — Plainville
Ripley Co — Middletown

Blueprints and Photostats
Joseph Merritt & Co — Hartford

Boilers
Bigelow Co The — New Haven
General Electric Company (Residential oil and gas fired steam and hot water) — Bridgeport

Bolts and Nuts
Blake & Johnson Co The (nuts machine screw-bolts, stove) — Waterville
Clark Brothers Bolt Co — Milldale

Bonderizing
Clairglow Mfg Company — Portland (Advt.)

Bottle Openers
Scovill Mfg Co (steel, anodized aluminum) Waterbury

Box Board
Federal Paper Board Co Inc Montville, New Haven & Versailles

Box Board
Lydall & Foulds Paper Co The Manchester
Robertson Paper Box Co Montville
Gair Company Inc Robert Montville
New Haven Board and Carton Co The New Haven

Boxes
Clairglow Mfg Company (metal) Portland
Connecticut Container Corporation New Haven
Gair Company Inc Robert (corrugated and solid fibre shipping containers) Portland
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes) Durham
Middletown Mfg Co (metal) Middletown
Warner Bros Co The (Acetate, Paper, Acetate and Paper Combinations, Counter Display, Setup) Bridgeport

Boxes and Crates
City Lumber Co of Bridgeport Inc The Bridgeport
Wallingford Planing Mill Co Inc Yalesville

Boxes—Metal
Merriam Mfg Co (Bond and Security, Cash and Utility, Personal Files and Drawer Safes) Durham

Boxes—Paper—Folding
Atlantic Carton Corp Norwich
Bridgeport Paper Box Co Bridgeport
Curtis & Sons Inc S Sandy Hook
Folding Cartons Incorporated (paper, folding) Versailles
Gair Company Inc Robert Montville
H J Mills Inc Bristol

Boxes—Paper—Folding
National Folding Box Co Inc New Haven and Versailles
New Haven Board and Carton Co The New Haven
Robertson Paper Box Co Montville
Warner Bros Co The Bridgeport

Boxes—Paper—Setup
Box Shop Inc The New Haven
Bridgeport Paper Box Co Bridgeport
Heminway Corporation The Waterbury
H J Mills Inc Bristol
Strouse Adler Company The New Haven
Warner Bros Co The Bridgeport

Brake Cables
Eis Manufacturing Co Middletown

Brake Linings
Raybestos Division of Raybestos-Manhattan Inc (Automotive and Industrial) Bridgeport
Russell Mfg Co The Middletown

Brake Service Parts
Eis Manufacturing Co Middletown

Braid—Elastic & Non-elastic
Essex Mills Inc Essex

Brass & Bronze
American Brass Co The (sheet, wire, rods, tubes) Waterbury
Bridgeport Brass Company (sheet, rod, wire and tubing) Bridgeport
Bristol Brass Corp The (sheet, wire, rods) Bristol
Chase Brass & Copper Co Waterbury
Miller Company The (phosphor bronze and brass in sheets, strips, rolls) Meriden
Plume & Atwood Mfg Co The (sheet, wire, rod) Thomaston
Scovill Manufacturing Company Waterbury 91
Seymour Mfg Co The (strip, sheet & wire) Seymour
Tinsheet Metals Co The (sheets and rolls) Waterbury
Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven

Brass & Bronze Ingot Metal
Plume & Atwood Mfg Co The Thomaston
Whipple and Choate Company The Bridgeport

Brass, Bronze, Aluminum Castings
Charles Parker Company The Meriden
Stamford Casting Company Inc Stamford
Victors Brass Foundry Inc Guilford

Brass Goods
American Brass Company The Waterbury
Plume & Atwood Mfg Co The (to order) Waterbury
Rostand Mfg Co The (Ecclesiastical Brass Wares) Milford
Scovill Manufacturing Company (to order) Waterbury 91
Western Brass Mills Division of Olin Industries Inc New Haven

Brass Mill Products
American Brass Company The Waterbury
Bridgeport Brass Co Bridgeport
Chase Brass & Copper Co Waterbury
Plume & Atwood Mfg Co The Thomaston
Scovill Manufacturing Company Waterbury 91
Western Brass Mills Division of Olin Industries Inc New Haven

Brick-Building
Donnelly Brick Co The New Britain

Bricks—Fire
Howard Company New Haven
Mullite Refractories Co The Shelton

Bright Wire Goods
Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks) New Haven

Broaching
Hartford Special Machinery Co The Hartford

Bronze & Aluminum Castings
Charles Parker Co Meriden
Knapp Foundry Company Inc (rough or machined) Guilford

Brooms—Brushes
Fuller Brush Co The Hartford

Brushes
Moran Brush Mfg Co Inc Hamden

Buckles
B Schwanda & Sons Staffordville
G E Prentice Mfg Co The Kensington
Hawie Mfg Co The Bridgeport
North & Judd Manufacturing Co New Britain
Patent Button Co The Waterbury
Risdon Manufacturing Co John M Russell Div Naugatuck
United States Rubber Company Shoe Hardware Division Waterbury

Buffing & Polishing Compositions
Apothecaries Hall Co Waterbury
Lea Mfg Co Waterbury

Burners
Plume & Atwood Mfg Co The (kerosene oil lighting) Thomaston

Burners—Automatic
Peabody Engineering Corporation Stamford

Burners—Coal and Oil
Peabody Engineering Corporation (Combined) Stamford

Burners—Gas
Peabody Engineering Corporation (Blast Furnace) Stamford

Burners—Gas and Oil
Peabody Engineering Corporation (Combined) Stamford

Burners—Refinery
Peabody Engineering Corporation (For Gas and Oil) Stamford

Burnishing
Abbott Ball Co The (Burnishing Barrells and Burnishing Media) Hartford

Burs
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Busways
Distribution Assemblies Department, General Electric Co Plainville

Buttons
B Schwanda & Sons Staffordville
Frank Parizek Manufacturing Co The Putnam
Patent Button Co The Waterbury
Scovill Manufacturing Company (Uniform and Tack Fasteners) Waterbury 91
Waterbury Companies Inc (Uniform and Fancy Dress) Waterbury

Cabinets
Charles Parker Co The (medicine) Meriden

Cabinet Work
Hartford Builders Finish Co Hartford

Cable—Asbestos Insulated
Rockbestos Products Corp New Haven

Cable—BX Armored
General Electric Company Bridgeport

Cable—Nonmetallic Sheathed
General Electric Company Bridgeport

Cable—Service Entrance
General Electric Company Bridgeport

Cages
Andrew B Hendryx Co The (bird and animal) New Haven

Cams
American Cam Company Inc Hartford
Hartford Special Machinery Co The Hartford
Rowbottom Machine Company Inc Waterbury

Canvas Products
F B Skiff Inc Hartford

Capacitors
Electro Motive Mfg Co Inc The (mica & trimmer) Willimantic

Carbide Tools
Precision Tool & Die Co Waterbury

Card Clothing
Standard Card Clothing Co The (for textile mills) Stafford Springs

Carpenter's Tools
Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vices) New Haven

Carpet
B F Goodrich Sponge Products Division Shelton

Carpet Cushion
B F Goodrich Sponge Products Division Shelton

Carpets and Rugs
Bigelow-Sanford Carpet Co Thompsonville

Casters
Bassick Company The (Industrial and General) Bridgeport

Casters—Industrial
George P Clark Co Windsor Locks

Castings
Connecticut Foundry Co (grey iron) Rocky Hill
Connecticut Malleable Castings Co (malleable iron castings) New Haven
Consolidated Industries Inc West Cheshire
Charles Parker Company The (brass, bronze, aluminum) Meriden
Eastern Malleable Iron Company The (malleable iron, metal and alloy) Naugatuck
Farrel-Birmingham Company Inc (Meehanite, Nodular, Iron, Steel) Ansonia
Hartford Electric Steel Corp The (stainless steel) Hartford
Plainville Casting Company (gray, alloy and high tensile irons) Plainville
Malleable Iron Fittings Co (malleable iron and steel) Branford
McLagon Foundry Co (grey iron) New Haven
Meyer Iron and Brass Foundry Inc (grey iron) Shelton
Newton-New Haven Co (zinc and aluminum) 688 Third Ave West Haven
Philbrick-Booth & Spencer Inc (grey iron) Hartford
Producto Machine Company The Bridgeport
Scovill Manufacturing Company (Brass & Bronze) Waterbury 91
Stamford Casting Company Inc (Aluminum, Magnesium and Bronze) Stamford
Turner & Seymour Mfg Co The (gray iron, semi steel and alloy) Torrington
Union Mfg Co (grey iron & semi steel) New Britain
Waterbury Foundry Company The (highway & sash weights) Waterbury
Wilcox-Crittenden Div North & Judd Mfg Co (gray iron and brass) Middletown

Castings—Investment
Arwood Precision Casting Corp Groton

Cements—Refractory
Mullite Refractory Co The Shelton

Chain
Risdon Manufacturing Co John M Russell Div Naugatuck
Turner and Seymour Mfg Co The (weldless, sash, jack, safety, furnace, universal, lion and cable) Torrington

Chain—Power Transmission and Conveying
Whitney Chain Company Hartford

Chain—Welded and Weldless
Round Chain Div. Republic Steel Corp. Bridgeport

Chain—Bead
Auto-Swage Products Inc Shelton
Bead Chain Mfg Co The Bridgeport

Chairs
The Hitchcock Chair Company Riverton (Advt.)

IT'S MADE IN CONNECTICUT

Chemical Manufacturing
Carwin Company The — North Haven

Chemicals
American Cyanamid Company — Waterbury
Apothecaries Hall Co — Waterbury
Carwin Company The — North Haven
Du-Lite Chemical Corp The — Middletown
Macalaster Bicknell Company — New Haven
MacDermid Incorporated — Waterbury
Naugatuck Chemical Division United States Rubber Co — Naugatuck
New England Lime Company — Canaan
Pfizer & Co Inc Chas — Groton

Chemicals—Agriculture
Naugatuck Chemical Division United States Rubber Co (insecticides, fungicides, weed killers) — Naugatuck

Christmas Light Clips
Foursome Manufacturing Co — Bristol

Chromium Plating
Chromium Corp of America — Waterbury
Chromium Process Company The — Shelton
City Plating Works Inc — Bridgeport

Chucks
Cushman Chuck Co The — Hartford
Horton Chuck Div The E Horton & Son Company — Windsor Locks
Jacobs Manufacturing Co The — West Hartford
Union Manufacturing Company — New Britain

Chucks—Drill
Jacobs Manufacturing Co The — West Hartford

Chucks & Face Plate Jaws
Cushman Chuck Co The — Hartford
Union Mfg Co — New Britain
Horton Chuck Div The E Horton & Son Company — Windsor Locks

Chucks—Power Operated
Cushman Chuck Co The — Hartford
Union Manufacturing Company — New Britain

Circuit Breakers
Trumbull Components Department, General Electric Co — Plainville

Clay
Howard Company (Fire Howard "B" and High Temperature Dry) — New Haven

Cleaning Compounds
Enthone Inc (Industrial) — New Haven

Cleansing Compounds
MacDermid Incorporated — Waterbury

Clock Mechanisms
Lux Clock Mfg Co The — Waterbury

Clocks
E Ingraham Co The — Bristol
Seth Thomas Clocks — Thomaston
United States Time Corporation The — Waterbury

Clocks—Alarm
Lux Clock Mfg Co The — Waterbury

Clocks—Automatic Cooking
Lux Clock Mfg Co The — Waterbury

Clutches
Snow-Nabstedt Gear Corp The — New Haven

Clutch Facings
Raybestos Division of Raybestos-Manhattan Inc (Molded, Woven, Semi-metallic and Full-metallic) — Bridgeport
Russell Mfg Co The — Middletown

Coil Winding Machines
Boesch Mfg Co Inc — Danbury

Coils
Dano Electric Company — Winsted

Coils—Electric
Bittermann Electric Company — Canaan

Coils—Pipe or Tube
National Pipe Bending Co The — 160 River St New Haven
Whitlock Manufacturing Co The — Hartford

Cold Molded Electrical Insulation
Meriden Molded Plastics — Meriden

Commercial Heat Treating
A F Holden Company The — 52 Richard St West Haven

Commercial Truck Bodies
Metropolitan Body Company — Bridgeport

Comparators
Pratt & Whitney Div Niles-Bement-Pond Co (Electro-limit and Air-O-Limit) — West Hartford

Compressors
Norwalk Company Inc (high pressure air and gas) — South Norwalk

Concrete Products
Plastricrete Corp — Hamden

Cones
Sonoco Products Co (Climax-Lowell Div) (Paper) — Mystic

Condenser and Heat Exchanger Tubes
Bridgeport Brass Company — Bridgeport

Consulting Engineers
McNeal J D (Electrical and Electronic) — New Haven
Stanley P Rockwell Co Inc The (Consulting) 296 Homestead Ave — Hartford

Continuous Mill Gages
Pratt & Whitney Div Niles-Bement-Pond Co — West Hartford

Contract Machining
Laurel Mfg Co Inc (Precision Production Small Parts) — Plainville
Malleable Iron Fittings Company — Branford
Charles Parker Co — Meriden

Contract Manufacturers
Fenn Mfg Co The (Precision Machine Work) — Newington
Greist Mfg Co The (metal parts and assemblies) 503 Blake St — New Haven
Merriam Mfg Co (production runs—metal boxes and containers to specifications) — Durham
Charles Parker Co (sheet metal fabricators) — Meriden
Plume & Atwood Mfg Co The (metal parts & assemblies) — Thomaston
Scovill Manufacturing Company (metal parts and assemblies) — Waterbury 91
J H Sessions & Son — Bristol

Controllers
Bristol Company The — Waterbury
Manning Maxwell & Moore Inc — Stratford

Controls—Remote
Panish Controls (Remote Controls for Marine & Aeronautic Applications) — Bridgeport

Conveyor Systems
Leeds Conveyor Mfg Co The — East Haven
Production Equipment Co — Meriden

Copper
American Brass Corp The (sheet, wire, rods, tubes) — Waterbury
Bridgeport Brass Company (sheet, rod, wire and tubing) — Bridgeport
Bristol Brass Corp The (steel) — Bristol
Chase Brass & Copper Co (sheet, rod, wire tube) — Waterbury
Thinsheet Metals Co The (sheets and rolls) — Waterbury
Western Brass Mills Division of Olin Industries Inc (sheet, strip) — New Haven

Copper Castings
Knapp Foundry Company Inc — Guilford

Copper Sheets
American Brass Company The — Waterbury
New Haven Copper Co The — Seymour

Copper Shingles
New Haven Copper Co The — Seymour

Copperware
Bridgeport Brass Company (cooking utensils) — Bridgeport

Copper Water Tube
American Brass Company The — Waterbury
Bridgeport Brass Co — Bridgeport

Cords—Asbestos
General Electric Company — Bridgeport

Cords—Braided
Essex Mills Inc — Essex
General Electric Company — Bridgeport

Cords—Heater
General Electric Company — Bridgeport

Cords—Portable
General Electric Company — Bridgeport

Cord Sets
Seeger-Williams Inc — Bridgeport

Cord Sets—Electric
General Electric Company — Bridgeport

Cork Cots
Sonoco Products Co (Climax-Lowell Div) — Mystic

Corrugated Box Manufacturers
Connecticut Container Corporation — New Haven
Corrugated Containers Inc — Hartford

Corrugated Shipping Cases
Connecticut Container Corporation — New Haven
Connecticut Corrugated Box Div Robert Gair Co Inc — Portland
D L & D Container Corp 87 Shelton Ave — New Haven

Cosmetic Containers
Evelet Specialty Co The — Waterbury
Plume & Atwood Mfg Co The (metal) — Thomaston

Cosmetics
J B Williams Co The — Glastonbury

Cotton and Asbestos Wicking
Bland Burner Co The — Hartford

Cotton Yarn
Floyd Cranska Co The — Moosup

Counting Devices
Veeder-Root Inc — Hartford

Couplings—Self-Sealing
Sperry Products Inc — Danbury

Cranes and Conveyors
I-B Engineering Sales Co — New Haven

Crushers
Farrel-Birmingham Company Inc (Stone and Ore) — Ansonia

Cups—Paper
American Paper Goods Company The ("Puritan") — Kensington

Cushioning for Packaging
B F Goodrich Sponge Products Division — Shelton
Gilman Brothers Co The — Gilman

Cut Stone
Dextone Co The — New Haven

Cutters
Barnes Tool Company The (pipe cutters, hand) — New Haven
Mitrametric Co The (ground pinion) — Torrington
Pratt & Whitney Div Niles-Bement-Pond Co (Milling Cutters all types) — West Hartford

Cutting & Creasing Rule
Bartholomew Co H I — Bristol

Cyl. Gauges & Tools
J & S Machine Co Inc — Hartford

Decorative Plating and Polishing
City Plating Works Inc — Bridgeport

Deep Hole Drilling & Reaming
Hamden Deep Hole Drilling Co — Hamden
Wilson Arms Co The — Hamden

Deep Drawings
Stanley Pressed Metal — New Britain

Delayed Action Mechanism
M H Rhodes Inc — Hartford

Demineralizers
Crystal Research Laboratories — Hartford

Diamonds—Industrial
Diamond Tool and Die Works — Hartford

Dictating Machines
Dictaphone Corporation — Bridgeport
Gray Manufacturing Company The — Hartford
Soundscriber Corporation The — New Haven

Die Cast Dies
C & F Tool & Die Corp — Bridgeport

Die Castings
Mt Vernon Die Casting Co — Stamford
Newton-New Haven Co Inc — New Haven

Die Casting Dies
ABA Tool & Die Co — Manchester
Parker Stamp Works Co The — Hartford
Weimann Bros Mfg Co The — Derby
Eastern Machine Screw Corp The Truman & Barclay Sts — New Haven

Die Heads—Self Opening
Eastern Machine Screw Corp The — New Haven
Geometric Tool Division, Greenfield Tap & Die Corp. — New Haven

Die Polishing Machinery
Hartford Special Machinery Co The — Hartford

Die Sets
Pratt & Whitney Div Niles-Bement-Pond Co (Precision) — West Hartford
Producto Machine Company The — Bridgeport
Union Mfg Co (precision, steel and semi-steel) — New Britain

Dies
Hoggson & Pettis Mfg Co The 141 Brewery St — New Haven
Mitrametric Co The (ground for gears) — Torrington
Parker Stamp Works Inc The (plastics and die castings) — Hartford
Pratt & Whitney Div Niles-Bement-Pond Co (Monocone and Ducone Dies) — West Hartford
Precision Engineering Co Inc (forging, trimming & blanking) — Southington

Die Sinkers
Pratt & Whitney Div Niles-Bement-Pond Co — West Hartford

Dies & Die Cutting
Douglas Co Geo M — New Haven

Dies and Die Sinking
Consolidated Industries — West Cheshire

Dish Drying Machines
Colt's Manufacturing Company — Hartford

Dish Washing Machines
Colt's Manufacturing Company — Hartford

Display Containers
National Folding Box Co Inc (folding paperboard) — New Haven and Versailles

Displays—Metal
Durham Mfg Co The (Designing & Mfg to customers' specifications) — Durham
Merriam Mfg Co (Contract Work to Individual Specifications) — Durham
Parsons Co Inc W A (custom designed) — Durham

(Advt.)

Distribution Centers
Distribution Assemblies Department, General Electric Co — Plainville

Door Closers
Sargent & Company — New Haven
Yale & Towne Mfg Co The — Stamford

Doors
Bilco Co The (metal, residential and commercial) — West Haven

Dowel Pins
Allen Manufacturing Co The — Hartford
Holo-Krome Screw Corp The — West Hartford

Drafting Accessories
Joseph Merritt & Co — Hartford

Drill Presses
Townsend Mfg Co The H P — Elmwood

Drilling Machines
Pratt & Whitney Div Niles-Bement-Pond Co (Deep Hole) — West Hartford

Drilling and Tapping Machinery
Hartford Special Machinery Co The — Hartford

Drop Forgings
Atwater Mfg Co — Plantsville
Billings & Spencer Co The — Hartford
Blakeslee Forging Company The — Plantsville
Consolidated Industries — West Cheshire
Wilcox-Crittenden Div North & Judd Mfg Co — Middletown

Druggists' Rubber Sundries
Seamless Rubber Company The — New Haven

Duplicating Machines—Automatic
Pratt & Whitney Div Niles-Bement-Pond Co — West Hartford

Duplicator Tables
Regent Machine Co — Bridegport

Elastic Narrow Fabric
Essex Mills Inc — Essex

Electric Cables
General Electric Company — Bridgeport
Rockbestos Products Corp (asbestos insulated) — New Haven

Electric Clocks
Sessions Clock Co The (alarm, kitchen, occasional and office) — Forestville

Electric—Commutators & Segments
Cameron Elec Mfg Co The (rewinding motors) — Ansonia

Electric Cord Springs
Bristol Spring Manufacturing Co — Plainville

Electric Cords
General Electric Company — Bridgepost
Rockbestos Products Corp (asbestos insulated) — New Haven

Electric Eye Control
Ripley Company Inc — Middletown

Electric Fixture Wire
General Electric Company — Bridgeport
Rockbestos Products Corp (asbestosinsulated) — New Haven

Electric Hand Irons
Winsted Hardware Mfg Co (trade mark "Durabilt") — Winsted

Electric Heating Elements
Hartford Element Co — Hartford

Electric Insulation
Case Brothers Inc — Manchester
Stevens Paper Mills Inc The — Windsor

Electric Lighting Fixtures
Fan-Craft Mfg Co (residential, church, post lanterns) — Plainville
Plume & Atwood Mfg Co The — Thomaston
Wasley Products Inc — Plainville

Electric Motor Controls
Arrow-Hart & Hegeman Electric Co The — Hartford

Electrical Outlet and Switch Boxes, and Covers
General Electric Company — Bridgeport

Electric Signs
Berger Sign Co — Hartford
United Advertising Corp — New Haven

Electric Switches
Arrow-Hart & Hegeman Electric Co The — Hartford
General Electric Company — Bridgeport

Electric Time Controls
R W Cramer Company Inc The — Centerbrook

Electric Timers
Sessions Clock Co The — Forestville

Electric Timing Motors
Sessions Clock Co The (small) — Forestville

Electric Wire
General Electric Company — Bridgeport
Rockbestos Products Corp (asbestos insulated) — New Haven

Electric Wiring Devices
Arrow-Hart & Hegeman Electric Co The — Hartford
General Electric Company — Bridgeport

Electrical Conduit Fittings & Grounding Specialties
Gillette-Vibber Company The — New London

Electrical Control Apparatus
Plainville Electrical Products Co The — Plainville

Electrical Goods
A C Gilbert Co — New Haven

Electrical Motors
U S Electrical Motors Inc — Milford

Electrical Outlet and Switch Boxes, and Covers
General Electric Company — Bridgeport

Electrical Recorders
Bristol Co The — Waterbury

Electrical Relays and Controls
Allied Control Co — Plantsville

Electrical Switchboards
Plainville Electrical Products Co The — Plainville

Electrical Test Equipment
McNeal J D — New Haven

Electrical Wiring Systems
Wiremold Co The — Hartford

Electronic Parts
Terryville Manufacturing Co (Stampings to customer specifications — Terryville

Electronics
Gray Manufacturing Company The — Hartford
McNeal J D — New Haven
Middletown Mfg Co (metal cabinets, chassis panels, brackets, cases) — Middletown
Ripley Co — Middletown
Sturrup Larrabee & Warmers Inc — Middletown

Electroplating
National Sherardizing & Machine Co — Hartford
Waterbury Plating Company — Waterbury

Electroplating—Equipment & Supplies
Enthone Inc — New Haven
Lea Manufacturing Co The — Waterbury
MacDermid Incorporated — Waterbury

Electroplating Processes & Supplies
Enthone Inc — New Haven
United Chromium Incorporated — Waterbury

Electrotypes
Barnum-Hayward Electrotype Co Inc — New Haven
Lockwood Sons Inc Wm H — Hartford
New Haven Electrotype Div Electrographic Corp — New Haven

Elevators
Eastern Machinery Co The (passenger and freight) — New Haven
General Elevator Service Co — Hartford

Enameling
Conn Metal Finishing Co — Hamden
Waterbury Plating Company — Waterbury

Enameling and Finishing
Clairglow Mfg Co — Portland

End Milling Cutters
Pratt & Whitney Div Niles-Bement-Pond Co — West Hartford

Engines
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) — East Hartford
Wolverine Motor Works Inc (diesel stationary marine) — Bridgeport

Envelopes
Curtis 1000 Inc — Hartford
United States Envelope Company Hartford Division — Hartford

Envelopes—Stock and Special
American Paper Goods Company The — Kensington

Extractors—Tap
Walton Company The — West Hartford

Eyelets
American Brass Company The — Waterbury
Platt Bros & Co The P O Box 1030 — Waterbury
Plume & Atwood Mfg Co The — Thomaston
Scovill Manufacturing Company — Waterbury 91
Stevens Co Inc — Waterbury

Eylets, Ferrules and Wiring Terminals
American Brass Company The — Waterbury

Eyelet Machine Products
American Brass Company The — Waterbury
Ball & Socket Mfg Co The — West Cheshire
Cold Forming Mfg Co The — Waterbury
Plume & Atwood Mfg Co The — Thomaston

Eyelet Machine Products
Stevens Co Inc — Waterbury

Fancy Dress Buttons and Buckles
Waterbury Companies Inc — Waterbury

Fans—Electric
General Electric Company — Bridgeport

Fasteners—Slide & Snap
G E Prentice Mfg Co The — Kensington
Scovill Manufacturing Company (snap and slide fasteners) — Waterbury 91

Felt
Auburn Manufacturing Company The (mechanical, cut parts) — Middletown
Drycor Felt Company (paper makers and industrial) — Staffordville

Felt—All Purpose
American Felt Co (Mill & Cutting Plant) — Glenville
Chas W House & Sons Inc (Mills & Cutting Plant) — Unionville

Fenders—Boat
B F Goodrich Sponge Products Division — Shelton

Fiber-glass Fabrication
Davis Co The E J — New Haven

Fibre Board
Case Brothers Inc — Manchester
C H Norton Co The — North Westchester
Stevens Paper Mills Inc The — Windsor

Finger Nail Clippers
H C Cook Co The — 32 Beaver St Ansonia

File Cards
Standard Card Clothing Co The — Stafford Springs

Films
Cine-Video Productions Inc — Milford

Firearms
Colt's Manufacturing Company — Hartford
Marlin Firearms Co The — New Haven
O F Mosberg & Sons Inc — New Haven
Remington Arms Company Inc — Bridgeport
Winchester Repeating Arms Company Division Olin Industries Inc — New Haven

Fire Hose
Fabrics Fire Hose (municipal and industrial) — Sandy Hook

Fireplace Goods
American Windshield & Specialty Co The 881 Boston Post Road — Milford
John P Smith Co The (screens) 423-33 Chapel St — New Haven

Fireproof Floor Joists
Dextone Co The — New Haven

Fireworks
M Backes' Sons Inc — Wallingford

Fishing Tackle
H C Cook Co The 32 Beaver St — Ansonia

Flashlights
Bond Electric Corporation Division of Olin Industries Inc — New Haven
Bridgeport Metal Goods Mfg Co — Bridgeport
Winchester Repeating Arms Company Division Olin Industries Inc — New Haven

Flat Springs
Bristol Spring Manufacturing Co — Plainville

Flexible Shaft Machines
Pratt & Whitney Div Niles-Bement-Pond Co — West Hartford (Advt.)

IT'S MADE IN CONNECTICUT

Floor & Ceiling Plates
Beaton & Cadwell Mfg Co The — New Britain

Fluorescent Lighting Equipment
Fullerton Manufacturing Corp — Norwalk
Vanderman Manufacturing Co The — Willimantic
Wiremold Company The — Hartford

Foam Rubber
B F Goodrich Sponge Products Division — Shelton

Forgings
Billings & Spencer Company — Hartford
Capewell Manufacturing Company — Hartford
Cawthra Bros Forge Co — Shelton
Clark Brothers Bolt Co — Milldale
Consolidated Industries Inc — West Cheshire
Heppenstall Co (all kinds and shapes) — Bridgeport
Scovill Manufacturing Company (Non-ferrous) — Waterbury 91

Foundries
Connecticut Malleable Castings Co (malleable iron castings) — New Haven
Farrel-Birmingham Company Inc (Iron and Steel) — Ansonia
Fritzell Foundry & Casting Co The — New Haven
Mystic Foundry — Mystic
Charles Parker Company The (iron, brass, bronze, aluminum) — Meriden
Plainville Casting Company (gray, alloy and high tensile irons) — Plainville
Producto Machine Company The — Bridgeport
Stamford Casting Company Inc (Aluminum, Magnesium and Bronze) — Stamford
Turner & Seymour Mfg Co The (gray iron, semi steel and alloy) — Torrington
Union Mfg Co (gray iron & semi steel) — New Britain
Wilcox-Crittenden Div North & Judd Mfg Co (iron, brass, aluminum and bronze) — Middletown

Fountain Pens and Mechanical Pencils
Waterman Pen Company Inc — Seymour

Foundry Riddles
John P Smith Co The — 423-33 Chapel St New Haven

Fuel Oil Pump and Heater Sets
Peabody Engineering Corporation — Stamford

Furnaces
Norwalk Airconditioning Corp The (warm air oil fired) — South Norwalk

Furnace Linings
Mullite Refractories Co The (refractories, super refractories) — Shelton

Fuses—Plug and Cartridge
General Electric Company — Bridgeport

Gage Blocks
Pratt & Whitney Div Niles-Bement-Pond Co (Alloy steel and Carbide, Hoke and USA) — West Hartford

Gages
Farmington Engineering Co The — Bloomfield

Galvanizing
Malleable Iron Fittings Co — Branford
Wilcox-Crittenden Div North & Judd Mfg Co — Middletown

Gaskets
Auburn Manufacturing Company The (from all materials) — Middletown
Raybestos Division of Raybestos-Manhattan Inc — Bridgeport
Tsingris Die Cutting Corp (from all materials) — Waterbury

Gas Range Conversion Burner
Holyoke Heater Corp of Conn Inc — Hartford

Gas Scrubbers, Coolers and Absorbers
Peabody Engineering Corporation — Stamford

Gauges
Bristol Co The (pressure and vacuum—recording automatic control) — Waterbury
Helicoid Gage Division American Chain & Cable Co The (pressure and vacuum) — Bridgeport
Manning Maxwell & Moore Inc — Stratford
Pratt & Whitney Div Niles-Bement-Pond Co (Precision Measurement all types) — West Hartford

Gears
Mitrametric Co The (blanked fine pitch) — Torrington

Gears and Gear Cutting
Farrel-Birmingham Company Inc — Ansonia
Fenn Mfg Co The — Newington
Hartford Special Machinery Co The — Hartford

Glass Blowing
Macalaster Bicknell Company — New Haven

Glass Cutters
Fletcher-Terry Co The — Forestville

Glass Machinery
Tavano Mfg Co — Torrington

Golf Equipment
Horton Mfg Co The (clubs, shafts, balls, bags) — Bristol

Greeting Cards
A D Steinbach & Sons Inc — New Haven

Grinding
Farrel-Birmingham Company Inc (Roll and Cylindrical) — Ansonia
Hartford Special Machinery Co The (gears, threads cams and splines) — Hartford
Horberg Grinding Industries Inc (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) — 19 Staples St Bridgeport

Grinding Heads—Internal
Pratt & Whitney Div Niles-Bement-Pond Co (Pneumatic, High Speed) — West Hartford

Grinding Machines
Farrel-Birmingham Company Inc (Roll) — Ansonia
Pratt & Whitney Div Niles-Bement-Pond Co (Surface, Die, Gear and Cutter Grinders) — West Hartford
Rowbottom Machine Company Inc (cam) — Waterbury

Grommets
American Brass Company The — Waterbury
Plume & Atwood Mfg Co The — Thomaston

Guards for Machinery
Wheeler Co The G E — New Haven

Hack and Band Saw Blades
Capewell Manufacturing Co The — Hartford

Hammers—Carpenters and Machinists
Capewell Manufacturing Company — Hartford

Hand Tools
Billings & Spencer Company (wrenches, sockets and shop tools) — Hartford
Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives) — Bridgeport

Hard Crome
City Plating Works Inc — Bridgeport

Hardness Testers
Wilson Mechanical Instrument Div American Chain & Cable Company Inc — Bridgeport

Hardware
Bassick Company The (Automotive) — Bridgeport
Harloc Products Corp — New Haven
Sargent & Company — New Haven
Wilcox-Crittenden Div North & Judd Mfg Co (marine heavy, and industrial) — Middletown
Yale & Towne Mfg Co The — Stamford

Hardware—Marine & Bus
Rostand Mfg Co The — Milford

Hardware—Trailer Cabinet
Excelsior Hardware Co The — Stamford

Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware Corp — New Britain
T H Sessions & Son — Bristol
Yale & Towne Mfg Co The — Stamford

Hat Machinery
Doran Bros Inc — Danbury

Health Surgical & Orthopedic Supports
Berger Brothers Company The (custom made for back, breast, and abdomen) — New Haven

Heat Exchangers
Whitlock Manufacturing Co The — Hartford

Heat Elements
Safeway Heat Elements Inc (woven wire resistance type) — Middletown

Heat Treating
A F Holden Co The 52 Richard St — West Haven
Bennett Metal Treating Co The 1045 New Britain Ave — Elmwood
Commercial Metal Treating Co — Bridgeport
New Britain-Gridley Machine Division The New Britain Machine Co — New Britain
New Haven Heat Treating Co — New Haven
Stanley P Rockwell Co Inc The 296 Homestead Ave — Hartford

Heat-Treating Equipment
Autoyre Company The — Oakville
Barnes Co The Wallace Div Associated Spring Corp — Bristol
A F Holden Company The 52 Richard Street West Haven(Main Plant) — Bauer & Company Inc — Hartford
Rolock Inc (Retorts, Muffles, etc.) — Fairfield
Stanley P Rockwell Co Inc The (commercial) 296 Homestead Ave — Hartford

Heat Treating Fixtures
Rolock Inc (Trays, Baskets, etc.) — Fairfield
Wiretex Mfg Co Inc — Bridgeport

Heat Treating Salts and Compounds
A F Holden Company The 52 Richard Street West Haven
Mitchell-Bradford Chemical Co — Bridgeport

Heating and Cooling Coils
G & O Manufacturing Co — New Haven

Heating Elements
Hartford Element Co — Hartford

Heavy Chemicals
Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic acids and aniline oil) — Naugatuck

Hex-Socket Screws
Bristol Company The — Waterbury
Holo-Krome Screw Corp The — West Hartford

Highway Guard Rail Hardware
Malleable Iron Fittings Co — Branford

Hinges
Homer D Bronson Company — Beacon Falls

Hobs and Hobbings
ABA Tool & Die Co — Manchester
Pratt & Whitney Div Niles-Bement-Pond Co (Die and Thread Milling) — West Hartford

Hoists
J-B Engineering Sales Co — New Haven

Hoists and Trolleys
Union Mfg Company — New Britain

Hose Fittings
Don Mfg Co J M — Naugatuck

Hose—Flexible Metallic
American Brass Co American Metal Hose Branch — Waterbury

Hose Supporter Trimmings
Hawie Mfg Co The (So-Lo Grip Tabs) — Bridgeport

Hospital Signal Systems
Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc — Meriden

Hydraulic Brake Fluids
Eis Manufacturing Co — Middletown

Hydraulic Controls
Sperry Products Inc — Danbury

Hypodermic Needles
Roehr Products Company — Waterbury

Ice Buckets
B F Goodrich Sponge Products Division — Shelton

Inductors
C G S Laboratories Inc — Stamford

Industrial Chrome Plating
Mirror Polishing & Buffing Co — Waterbury

Industrial Displays
Sansone Co S Frederick (Designers Builders and Counselors) — Short Beach

Industrial Finishes
Chemical Coatings Corporation — Rocky Hill
United Chromium Incorporated — Waterbury

Industrial Tools—Powder Actuated
Remington Arms Company Inc — Bridgeport

Inks
Waterman Pen Company Inc — Seymour

Insecticides
American Cyanamid Company — Waterbury

Insulated Wire & Cable
General Electric Company — Bridgeport
Kerite Company The — Seymour

Insulated Wire & Cable Machinery
Davis Electric Company — Wallingford

Instruments
Bristol Company The — Waterbury
J-P-T Instruments Inc (Electrical and Temperature) — New Haven
Manning Maxwell & Moore Inc — Stratford
Pratt & Whitney Div Niles-Bement-Pond Co (Precision Measuring) — West Hartford

Insulation
Gilman Brothers Co The — Gilman (Advt.)

Inter-Communications Equipment
Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc Meriden

Interval Timers
Lux Clock Manufacturing Company Waterbury
Rhodes Inc M H Hartford

Jacquard
Case Brothers Inc Manchester

Japanning
J H Sessions & Son Bristol

Jig Borer
Moore Special Tool Co (Moore) Bridgeport
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Jigs, Fixtures & Gages
Federal Machine & Tool Co Bristol

Jig Grinder
Moore Special Tool Co (Moore) Bridgeport

Keller Machines
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Key Blanks
Sargent & Company New Haven
Yale & Towne Mfg Co The Stamford

Labels
J & J Cash Inc (Woven) South Norwalk
Naugatuck Chemical Division United States Rubber Co (for rubber articles) Naugatuck

Label Moisteners
Better Packages Inc Shelton

Laboratory Equipment
Eastern Industries Inc New Haven

Laboratory Supplies
Macalaster Bicknell Company New Haven

Laces
American Fabrics Company The Bridgeport
Wilcox Lace Corporation The Middletown

Laces and Nettings
Wilcox Lace Corporation The Middletown

Lacquers & Synthetic Enamels
Chemical Coatings Corporation Rocky Hill
I-Sis Chemicals Inc Stamford
United Chromium Incorporated Waterbury

Ladders
A W Flint Co 196 Chapel St New Haven

Laminated Metal
Bridgeport Brass Company Bridgeport

Lamps
Plume & Atwood Mfg Co The (metal oil) Thomaston

Lampholders—Incandescent and Fluorescent
General Electric Company Bridgeport

Lamp Shades
Verplex Company The Essex

Lathes—Contin-U-Matic
Bullard Company The (vertical multi-spindle-continuous turning type) Bridgeport

Lathes—30H Man-Au-Trol
Bullard Company The (horizontal 3 spindle) Bridgeport

Lathes—Mult-Au-Matic
Bullard Company The (vertical multi-spindle-indexing type) Bridgeport

Lathes—Toolroom and Automatic
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Lathes—Vertical Turret
Bullard Company The (single spindle) Bridgeport

Lead Plating
Christie Plating Co The Groton

Leather
Norwich Leather Co Norwich
Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury

Leather Dog Furnishings
Andrew B Hendryx Co The New Haven
The Smith-Worthington Saddlery Co Hartford

Leather Goods Trimmings
G E Prentice Mfg Co The Kensington

Leather, Mechanical
Auburn Manufacturing Company The (packings, cubs, washers, etc) Middletown

Letterheads
Lehman Brothers Inc (designers, engravers, lithographers) New Haven

Lighting Accessories—Fluorescent
General Electric Company Bridgeport

Lighting Equipment
Fullerton Manufacturing Corp Norwalk
Miller Co The (Miller, Duplexalite, Ivanhoe) Meriden

Lines—Braided
Essex Mills Inc Essex

Lime
New England Lime Company Canaan

Lipstick Containers
Bridgeport Metal Goods Mfg Co Bridgeport
Plume & Atwood Manufacturing Co Waterbury

Lithographers
O'Toole & Sons Inc T Stamford

Lithographing
Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford
Lehman Brothers Inc New Haven
A D Steinbach & Sons New Haven

Locks—Banks
Yale & Towne Mfg Co The Stamford

Locks—Builders
Eagle Lock Co The Terryville
Sargent & Company New Haven
Yale & Towne Mfg Co The Stamford

Locks—Cabinet
Eagle Lock Co The Terryville
Excelsior Hardware Co The Stamford
Yale & Towne Mfg Co The Stamford

Locks—Special Purpose
Eagle Lock Co The Terryville
Yale & Towne Mfg Co The Stamford

Locks—Suitcase
Eagle Lock Co The Terryville

Locks—Suit-Case and Trimmings
Excelsior Hardware Co The Stamford

Locks—Trunk
Eagle Lock Co The Terryville
Excelsior Hardware Co The Stamford
Yale & Towne Mfg Co The Stamford

Locks—Zipper
Excelsior Hardware Co The Stamford

Loom—Non-Metallic
Wiremold Company The Hartford

Lumber & Millwork Products
City Lumber Co of Bridgeport Inc Bridgeport

Machetes
Collins Company The Collinsville

Machine Design
Black Rock Mfg Company The Bridgeport

Machine Tools
Bullard Company The Bridgeport
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford
Producto Machine Company The Bridgeport

Machine Work
Black Rock Mfg Company The Bridgeport
Farrel-Birmingham Company Inc Ansonia
Fenn Manufacturing Company The (precision parts) Newington
Hartford Special Machinery Co The (contract work only) Hartford
National Sheradizing & Machine Co (job) Hartford
Parker Stamp Works Inc The (Special) Hartford
Swan Tool & Machine Co The Hartford
Torrington Manufacturing Co The (special rolling mill machinery) Torrington

Machinery
Fenn Manufacturing Company The (special) Newington
Globe Tapping Machine Company (dial type drilling and tapping) Bridgeport
Hallden Machine Company The (mill) Thomaston
Torrington Manufacturing Co The (mill) Torrington

Machinery—Bolt and Nut
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Cold Heading
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery Dealers & Rebuilders
Botwinik Brothers New Haven
J L Lucas and Son Fairfield
State Machinery Co Inc New Haven

Machinery—Extruding
Standard Machinery Co The Mystic

Machinery—Metal-Working
Fenn Mfg Co The Newington
Waterbury Farrel Foundry & Machine Co The Waterbury
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Machinery—Nut
Waterbury Farrel Foundry & Machine Co The (forming and tapping) Waterbury

Machinery—Screw and Rivet
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Wire Drawing
Fenn Mfg Co The Newington
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Wire Straightening
Mettler Machine Tool Inc New Haven

Machines
Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport
Coulter & McKenzie Machine Co The (special, new development engineering design and construction) Bridgeport
Patent Button Company The Waterbury

Machines—Automatic
A H Nilson Mach Co The (Special) Bridgeport

Machines—Automatic Chucking
Bullard Company The Bridgeport
New Britain-Gridley Machine Division The New Britain Machine Co (multiple spindle and double end) New Britain
Pratt & Whitney Div Niles-Bement-Pond Co (Potter & Johnson) West Hartford

Machines—Automatic Screw
New Britain-Gridley Machine Division The New Britain Machine Co (single and multiple spindle) New Britain

Machines—Automatic Shaft Turning
Bullard Company The (30H lathe—horizontal 3 spindle) Bridgeport

Machines—Brushing
Fuller Brush Co The Hartford

Machines—Contin-U-Matic
Bullard Company The (verticle multi-spindle—continuous turning) Bridgeport

Machines—Draw Benches
Fenn Manufacturing Company The Newington

Machines—Drill Spacing
Bullard Company The (Bullard spacer—used in conjunction with radical drills) Bridgeport

Machines—Forming
A H Nilson Mach Co The (four-slide wire and ribbon stock) Bridgeport

Machines—Mult-Au-Matic
Bullard Company The Bridgeport

Machines—Paper Ruling
John McAdams & Sons Inc Norwalk

Machines—Pipe & Bolt Threading
Capewell Mfg Co The Hartford (Advt.)

IT'S MADE IN CONNECTICUT

Machines—Precision Boring
New Britain-Gridley Machine Division The New Britain Machine Co New Britain

Machines—Rolling
Fenn Manufacturing Company The Newington

Machine—Slotting
Globe Tapping Machine Company The (High Production Screw Head Slotting) Bridgeport
Waterbury Farrel Foundry & Machine Co The (screw head) Waterbury

Machines—Special
Fenn Mfg Co The Newington
Fuller Brush Co The Hartford

Machines—Swaging
Fenn Manufacturing Company The Newington

Machines—Thread Rolling
Hartford Special Machinery Co The Hartford
Waterbury Farrel Foundry & Machine Co The Waterbury

Machines—Turks Head
Fenn Manufacturing Company The Newington

Machines—Well Drilling
Consolidated Industries West Cheshire

Machines—Wire Drawing
Fenn Manufacturing Company The Newington

Magnesium Castings
Stamford Casting Company Stamford

Magnet Wire
Viking Wire Co Inc Danbury

Manicure Instruments
W E Bassett Company The Derby

Manganese Bronze Ingot
Whipple and Choate Company Bridgeport

Marine Engines
Kilborn-Sauer Company (running lights and searchlights) Fairfield
Lathrop Engine Co The Mystic

Marine Equipment
Russell Manufacturing Company The (utility cord and accessory hardware) Middletown
Wilcox-Crittenden Div North & Judd Mfg Co Middletown

Marine Reserve Gears
Snow-Nabstedt Gear Corp The New Haven

Marking Devices
Hoggson & Pettis Mfg Co The New Haven
Parker Stamp Works Inc The (steel) Hartford

Material Handling
Parsons Co Inc W A (tote pans) Durham

Mats—Newspaper
Lockwood Sons Inc Wm H Hartford

Mattresses
Waterbury Mattress Co Waterbury

Metal Boxes
Parsons Co Inc W A (tool kits) Durham

Metal Boxes and Displays
Durham Mfg Co The (Designing & Mfg to customers' specifications) Durham
Merriam Mfg Co (Bond, Security, Cash, Utility, Personal Files, Drawer Safes, Custombilt containers and displays) Durham
Charles Parker Co (sheet metal fabricators) Meriden
Middletown Mfg Co Middletown

Metal Cleaners
Apothecaries Hall Co Waterbury
Enthone Inc New Haven
MacDermid Incorporated Waterbury

Metal Cleaning Machines
Colt's Manufacturing Company Hartford

Metal Finishes
Enthone Inc New Haven
Mitchell-Bradford Chemical Co Bridgeport
United Chromium Incorporated Waterbury

Metal Finishing
Hartford Industrial Finishing Co Hartford
National Sheradizing & Machine Co Hartford
Plainville Polishing Co Plainville
Waterbury Plating Company Waterbury

Metal Formings
Master Engineering Company West Cheshire
Stanley Pressed Metal New Britain

Metal Mouldings
Leed Co The H A Hamden

Metalizing
Conn Metal Finishing Co Hamden

Metal Novelties
H C Cook Co The 32 Beaver St Ansonia

Metal Products—Stampings
American Brass Company The Waterbury
Plume & Atwood Manufacturing Co Thomaston
J H Sessions & Son Bristol
Scovill Manufacturing Company (Made-to-Order) Waterbury 91
Stanley Pressed Metal New Britain

Metal Specialties
Excelsior Hardware Co The Stamford

Metal Spinning
Moseley Metal Crafts Inc West Hartford

Metal Stampings
American Brass Company The Waterbury
Autoyre Co The (Small) Oakville
Better Formed Metals Inc Waterbury
Bridgeport Chain & Mfg Co Bridgeport
DooVal Tool & Mfg Inc The Naugatuck
Excelsior Hardware Co The Stamford
Greist Mfg Co The 503 Blake St New Haven
H C Cook Co The 32 Beaver St Ansonia
Humason Mfg Co The Forestville
Mohawk Mfg Co (threaded) Middletown
J A Otterbein Company The (metal fabrications) Middletown
J. H. Sessions & Son Bristol
Patent Button Co The Waterbury
G E Prentice Mfg Co The Kensington
Plume & Atwood Mfg Co The Thomaston
Saling Manufacturing Company Unionville
Stanley Pressed Metal New Britain
Swan Tool & Machine Co The Hartford
Terryville Manufacturing Co Terryville
United States Rubber Company Shoe Hardware Division Waterbury
Verplex Company The (Contract) Essex
Waterbury Lock & Specialty Co The Milford

Meters
Standard Meter Repair Co The Shelton

Meters—Gas
Sprague Meter Company Bridgeport

Meters—Parking
Rhodes Inc M H Hartford

Microfilming
American Microfilming Service Company New Haven

Milk Bottle Carriers
John P Smith Co The 423-33 Chapel St New Haven

Millwork
Hartford Builders Finish Co Hartford

Milling Machines
Pratt & Whitney Div Niles-Bement-Pond Co (Keller Tracer—Controlled Milling Machines) West Hartford
Rowbottom Machine Company Inc (cam) Waterbury

Mill Supplies
Wilcox-Crittenden Div North & Judd Mfg Co Middletown

Miniature Precision Connectors
Gorn Electric Co Stamford

Minute Minders
Lux Clock Mfg Co The Waterbury

Mirror Rosettes and Hangers
Waterbury Companies Inc Waterbury

Mixing Equipment
Eastern Industries Inc New Haven
Gabb Special Products Div. The E Horton & Son Co Windsor Locks

Mops
Fuller Brush Co The Hartford

Motor Control Centers
Distribution Assemblies Department, General Electric Co Plainville

Motors—Electric Timing
Cramer Co Inc The R W Centerbrook

Motors—Synchronous
Cramer Co Inc The R W Centerbrook

Moulded Plastic Products
Butterfield Inc T F Naugatuck
Colt's Manufacturing Company Hartford
Patent Button Co The Waterbury
Waterbury Companies Inc Waterbury
Watertown Mfg Co The 117 Echo Lake Road Watertown

Mouldings
Himmel Brothers Co The (architectural, metal and store front) Hamden

Moulds
ABA Tool & Die Co Manchester
Hoggson & Pettis Mfg Co The (steel) 114 Brewery St New Haven
Parker Stamp Works Inc The (compression injection & transfer for plastics) Hartford

Napper Clothing
Standard Card Clothing Co The (for textile mills) Stafford Springs

Nettings
Wilcox Lace Corp The Middletown

Newspaper Mats
Lockwood Sons Inc Wm H Hartford

Nickel Anodes
Apothecaries Hall Co Waterbury

Nickel Silver
American Brass Company The Waterbury
Bridgeport Brass Company Bridgeport
Plume & Atwood Mfg Co The Thomaston
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury
Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven

Nickel Silver Ingot
Whipple and Choate Company The Bridgeport

Night Latches
Sargent & Company New Haven
Yale & Towne Mfg Co Inc Stamford

Non-ferrous Metal Castings
Miller Company The Meriden
Charles Parker Co Meriden

Nuts, Bolts and Washers
Clark Brothers Bolt Co Milldale

Office Equipment
Pitney-Bowes Inc Stamford
Underwood Corporation Bridgeport & Hartford

Offset Printing
Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford

Oil Burners
Miller Company The (domestic) Meriden
Peabody Engineering Corp (Mechanical and/or Steam Atomizer) Stamford
Silent Glow Oil Burner Corp The 1477 Park St Hartford

Oil Tanks
Norwalk Tank Co The (550 to 30M gals, underwriters above and under ground) South Norwalk
Whitlock Manufacturing Co The Hartford

Oils—Cutting
Anderson Oil Co Inc F E Portland

Open Knife Switches and Accessories
Trumbull Components Department, General Electric Co Plainville

Optical Cores & Ingots
Plume & Atwood Mfg Co The Thomaston

Otis Woven Awning Stripes
The Falls Company Norwich

Outlets—Electric
General Electric Company Bridgeport

Ovens—Electric
Bauer & Company Inc Hartford

Oxodizing
Laurel Electro Plating Waterbury

Package Sealers
Better Packages Inc Shelton

Packaging Machinery
Colt's Manufacturing Company (box making machinery. Trade mark "Rite Size") Hartford

Packing
Auburn Manufacturing Company The (leather, rubber, asbestos, fibre) Middletown
Raybestos Division of Raybestos-Manhattan Inc (Asbestos and Rubber Sheet) Bridgeport

Packaging & Packing
Mercer & Stewart Co The Hartford

Pads—Office
The Baker Goodyear Company New Haven

Padlocks
Sargent & Company New Haven
Waterbury Lock & Specialty Co The Milford
Yale & Towne Mfg Co Inc Stamford

Paints and Enamels
Staminate Corp The New Haven

Pants
Moore Special Tool Co (crush wheel dresser) Bridgeport

Panelboards—Lighting and Distribution
Distribution Assemblies Department, General Electric Co Plainville

Panelyte
Leed Co The H A Hamden

Paperboard
Federal Paper Board Co Inc Montville, New Haven & Versailles
Gair Company Inc Robert Montville
Robertson Paper Box Co Montville
New Haven Board and Carton Co New Haven

Paper Box—Partitions
American Rondo Corporation (specialty partitions) Hamden

Paper Boxes
Atlantic Carton Corp (folding) Norwich
Gair Co Inc Robert (folding) Montville
National Folding Box Co Inc (folding) New Haven and Versailles
New Haven Board and Carton Co The New Haven
Mills Inc H J Bristol
Robertson Paper Box Co (folding) Montville

(Advt.)

Paper Boxes—Folding and Setup
Bridgeport Paper Box Company Bridgeport
M Backes' Sons Inc Wallingford

Paper Clips
H C Cook Co The (steel) 32 Beaver St Ansonia

Paper Mill Machinery
Farrel-Birmingham Company Inc Ansonia

Paper Tags and Pin Tickets
Waterbury Tag Company The Waterbury

Paper Tubes and Cores
Sonoco Products Co (Climax-Lowell) Div Mystic

Parachute Cord
Essex Mills Inc Essex

Parallel Tubes
Sonoco Products Co (Climax-Lowell) Div Mystic

Parkerizing
Clairglow Mfg Company Portland

Parking Meters
Rhodes Inc M H Hartford

Passenger Car Sander
Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc Meriden

Pattern-Makers
Farrel-Birmingham Company Inc Ansonia

Penlights
Bridgeport Metal Goods Mfg Co Bridgeport

Pet Furnishings
Andrew B Hendrix Co The New Haven

Pharmaceutical Specialties
Ernst Bischoff Company Inc Ivoryton

Phosphor Bronze
American Brass Company The Waterbury
Bridgeport Brass Company Bridgeport
Miller Company The (sheets, strips, rolls) Meriden
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury
Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven

Phosphor Bronze Ingots
Whipple and Choate Company The Bridgeport

Photographic Equipment
Kalart Company Inc Plainville

Piano Repairs
Pratt Read & Co Inc (keys and action) Ivoryton

Piano Supplies
Pratt Read & Co (keys and actions, backs, plates) Ivoryton

Pins
CEM Company ("Spirol") Danielson

Pin Up Lamps
Verplex Company The Essex

Pipe
American Brass Co The (brass and copper) Waterbury
Bridgeport Brass Co (brass and Copper) Bridgeport
Chas Brass & Copper Co (red brass and copper) Waterbury
Howard Co (cement well and chimney) New Haven

Pipe Fitters Hand Tools & Pipe Threading Machines
Capewell Manufacturing Company Hartford

Pipe Fittings
Corley Co Inc Plainville
Malleable Iron Fittings Co Branford

Pipe Plugs
Holo-Krome Screw Corporation The (countersunk) West Hartford

Pipe Plugs—Socketed
Holo-Krome Screw Corp The West Hartford

Plastics
B F Goodrich Sponge Products Division Shelton
Humphrey Fabricating Corp (laminated, fabricated parts) Unionville
Naugatuck Chemical Division United States Rubber Co Naugatuck

Plastic Buttons
Frank Parizek Manufacturing Co The West Willington
Patent Button Co The Waterbury

Plastic Gems
Colt's Manufacturing Company Hartford

Plastic Materials
American Cyanamid Co (Molding Compounds, Adhesives, Laminating Resins) Wallingford

Plastic Printing Plates
Lockwood Sons Inc Wm H Hartford

Plastics Machinery
Black Rock Mfg Company The Bridgeport
Farrel-Birmingham Company Inc Ansonia

Plastic Molders
Plastic Molding Corporation Sandy Hook

Plastic Molding
Butterfield, Inc T F Naugatuck
U S Plastic Molding Corporation Wallingford

Plastic Moulders
Colt's Manufacturing Company Hartford
Conn Plastics Waterbury
Teal Molding Co Inc New Haven
Waterbury Companies Inc Waterbury
Watertown Mfg Co The Watertown

Plastic Wire Coating Materials
Electronic Rubber Co Stamford

Plastic Molds & Dies
Crown Tool & Die Co Inc Bridegport
Parker Stamp Works Inc The (for plastics) Hartford

Plasticrete Bloc
Plasticrete Corp Hamden

Plates—Switch
General Electric Company Bridgeport

Platers
Acme Chromium Plating Co New Haven
Christie Plating Co Groton
City Plating Works Bridgeport
Patent Button Co The Waterbury
Water Plating Company Waterbury
Chromium Process Company The (Chromium Plating only) Derby

Platers' Equipment
Apothecaries Hall Company Waterbury
Conn Metalcraft Inc New Haven
Lea Manufacturing Co The Waterbury
MacDermid Incorporated Waterbury

Platers Metal
Plume & Atwood Mfg Co The Thomaston

Plating
Christie Plating Co The (including lead plating) Groton
Conn Metal Finishing Co Hamden
Superior Plating Co Bridgeport

Plating Processes and Supplies
Enthone Inc New Haven
United Chromium Incorporated Waterbury

Plumbers' Brass Goods
Bridgeport Brass Co Bridgeport
Keeney Mfg Co The (special bends) Newington
Scovill Manufacturing Company Waterbury 48

Plumbing Specialties
Risdon Manufacturing Co John M Russell Div Naugatuck

Pneumatic Machinery
Bourne Tool & Die Co (built designed & tooled) Watertown

Pole Line Hardware
Malleable Iron Fittings Co Branford

Police Equipment
The Smith-Worthington Saddlery Co Hartford

Polishing
Mirror Polishing & Buffing Co Waterbury

Polishing & Buffing
General Polishing & Buffing Bridgeport

Poly Chokes
Poly Choke Company The (a shotgun choking device) Tariffville

Postage Meters
Pitney Bowes Inc Stamford

Potentiometers—Electronic
Bristol Company The Waterbury

Power Rollers
Consolidated Industries Inc West Cheshire

Precision Iinvestment Casting
Gowin and Keleher Investment Casting Co Middletown

Precision Machine Tool Spindles
Whitnon Manufacturing Co (for milling, grinding, boring & drilling) Farmington

Precision Revolving Machinery
Whitnon Manufacturing Co Farmington

Precision Springs & Wire Forms
Rowley Spring Co Inc The Bristol

Prefabricated Buildings
City Lumber of Bridgeport Inc The Bridgeport

Premium Specialties
Waterbury Companies Inc Waterbury

Preservatives—Wood, Rope, Fabric
Darworth Incorporated ("Cuprinol") ("Cellu-san") Simsbury

Press Papers
Case Brothers Inc Manchester

Presses
Farrel-Birmingham Company Inc (Hydraulic Ansonia

Presses—Molding
Standard Machinery Co The (compression and transfer molding, automatic and semi-automatic) Mystic

Presses—Power
Waterbury Farrel Foundry & Machine Co The Waterbury

Pressure Vessels
Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) South Norwalk
Whitlock Manufacturing Co The Hartford

Printing
Bussmann Press Inc New Haven
Case Lockwood & Brainard A Division of Connecticut Printers Inc Hartford
Finlay Brothers Hartford
Heminway Corporation The Waterbury
Hildreth Press Bristol
Hunter Press Hartford
Lehman Brothers Inc New Haven
Taylor & Greenough Co The Wethersfield
T B Simonds Inc Hartford
A D Steinbach & Sons New Haven
The Walker-Rackliff Company New Haven

Printing Machinery
Banthin Engineering Co (automatic) Bridgeport
Thomas W Hall Company Stamford

Printing Plates
Lockwood Sons Inc Wm H Hartford

Printing Rollers
Chambers-Storck Company Inc The (engraved) Norwich

Production Control Equipment
Ripley Company Inc Middletown

Production Welding
Consolidated Industries West Cheshire

Profilers
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Propellers—Aircraft
Hamilton Standard Div United Aircraft Corp (propellers and other aircraft equipment) Windsor Locks

Protective Coatings
Harrison Company The A S (Waxes) South Norwalk

Publishers
O'Toole & Sons Inc The Stamford

Pumps
Yale & Towne Mfg Co The Stamford

Pumps—Small Industrial
Eastern Industries Inc New Haven

Pump Valves
Colt's Manufacturing Company Hartford

Punches
Hoggson & Pettis Mfg Co The (ticket & cloth) 141 Brewery St New Haven

Putty Softeners—Electrical
Fletcher Terry Co The Box 415 Forestville

Pyrometers
Bristol Co The (recording and controlling) Waterbury

Radiation—Finned Copper
Bush Manufacturing Co West Hartford
G & O Manufacturing Company The New Haven
Vulcan Radiator Co The (steel and copper) Hartford

Raditors—Engine Cooling
G & O Manufacturing Co New Haven

Ratchet Offset Screw Driver
Chapman Co J W Durham

Rayon Staple Fiber
Hartford Rayon Corp The Rocky Hill

Reamers
Pratt & Whitney Div Niles-Bement-Pond Co (All types) West Hartford

Recorders
Bristol Co The (automatic controllers, temperature, pressure, flow, humidity) Waterbury

Reduction Gears
Farrel-Birmingham Company Inc Ansonia
Snow-Nabstedt Gear Corp The New Haven

Refractories
Howard Company New Haven
Mullite Refractories Company The Shelton

Refrigeration
Bowser Technical Refrigeration Div Bowser Inc (high altitude, low temperature) Terryville

Regulators
Norwalk Valve Company (for gas and air) South Norwalk
Sorensen & Company Inc Stamford

Research & Development
Raymond Engineering Laboratories (Electro-Mechanical) Middletown

Resistance Wire
C O Jeliff Mfg Co The (nickel chromium, copper nickel, iron chromium, aluminum) Southport
Kanthal Corporation The Stamford (Adt.)

IT'S MADE IN CONNECTICUT

Respirators
American Optical Company Safety Products Division Putnam

Retainers
Hartford Steel Ball Co The (bicycle & automotive) Hartford

Riveting Machines
Grant Mfg & Machine Co The Bridgeport
Ripley Company Inc Middletown
H P Townsend Manufacturing Co The Elmwood

Rivets
Blake & Johnson Co The (brass, copper and non-ferrous) Waterville
Clark Brothers Bolt Co Milldale
Plume & Atwood Mfg Co The Thomaston
Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper) Bridgeport
Raybestos Div of Raybestos-Manhattan Inc The (iron) Bridgeport

Rods
American Brass Company The (copper, brass, bronze) Waterbury
Bridgeport Brass Company Bridgeport
Bristol Brass Corp The (brass and bronze) Bristol
Scovill Manufacturing Company (brass and bronze) Waterbury 91

Rollers—Bituminous Paving
Gabb Special Products Div E Horton & Son Company Windsor Locks

Roller Skate Wheels
Raybestos Division of Raybestos-Manhattan Inc Bridgeport

Roller Skates
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Rolling Mills & Equipment
Farrel-Birmingham Company Inc Ansonia
Fenn Mfg Co The Newington
Precision Methods & Machines Inc Waterbury
Waterbury Farrel Foundry & Machine Co The Waterbury

Rolls
Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel) Ansonia

Rope Wire
American Steel & Wire Div of U S Steel New Haven

Rubber Chemicals
Naugatuck Chemical Division United States Rubber Co Naugatuck
Stamford Rubber Supply Co The ("Factice" Vulcanized Vegetable Oils) Stamford

Rubber—Cellular
B F Goodrich Sponge Products Division Shelton

Rubber Cutting Machinery
Black Rock Mfg Company The Bridgeport

Rubber Printing Plates
Lockwood Sons Inc Wm H Hartford

Rubberized Fabrics
Duro-Gloss Rubber Co The New Haven

Rubber Footwear
Goodyear Rubber Co The Middletown

Rubber Gloves
Seamless Rubber Company The New Haven

Rubber—Handmade Specialties
Seamless Rubber Company The New Haven

Rubber—Latex Foam
B F Goodrich Sponge Products Division Shelton

Rubber Latex Compounds and Dispersions
Naugatuck Chemical Division United States Rubber Co (coating, impregnating and adhesive compounds) Naugatuck

Rubber Mill Machinery
Farrel-Birmingham Company Inc Ansonia

Rubber Products
Airex Rubber Prod Corp Portland

Rubber—Molded Specialties
Airex Rubber Prod Corp Portland
Canfield Co The H O Bridgeport
Seamless Rubber Company The New Haven

Rubber Products—Mechanical
Auburn Manufacturing Company The (washers, gaskets, molded parts) Middletown
Canfield Co The H O Bridgeport
Seamless Rubber Company The New Haven

Rubber—Reclaimed
Naugatuck Chemical Division United States Rubber Co Naugatuck

Rubbers
Naugatuck Chemical Div U S Rubber Co (special synthetic) Naugatuck

Rubbish Burners
John P Smith Co The 423-33 Chapel St New Haven

Rust Preventives
Anderson Oil Co Inc F E Portland

Saddlery
The Smith-Worthington Saddlery Co Hartford

Safety Clothing
American Optical Company Safety Products Division Putnam

Safety Fuses
Ensign-Bickford Co The (mining & detonating) Simsbury

Safety Gloves and Mittens
American Optical Company Safety Products Division Putnam

Safety Goggles
American Optical Company Safety Products Division Putnam

Safety Switches
Trumbull Components Department, General Electric Co Plainville

Saw Blades—Hack
Capewell Mfg Co The Hartford

Saw Blades—Hack & Band
Capewell Manufacturing Company Hartford

Saws, Band, Metal Cutting
Atlantic Saw Mfg Co New Haven

Scissors
Acme Shear Company The Bridgeport

Screens
Hartford Wire Works Co The (Windows, Doors and Porches) Hartford

Screw Caps
Weimann Bros Mfg Co The (small for bottles) Derby

Screw Machine Accessories
Barnaby Manufacturing and Tool Co Bridgeport

Screw Machines
H P Townsend Mfg Company The Elmwood

Screw Machine Products
Apex Tool Co Inc The Bridgeport
Blake & Johnson Co The Waterville
Consolidated Industries West Cheshire
Dependable Automatic Screw Co Waterbury
Eastern Machine Screw Corp The
Truman & Barclay Sts New Haven
Fairchild Screw Products Inc Winsted
Franklin Screw Machine Co The (up to 1½" capacity) Hartford
Garthwait Mfg Co A E (up to and incl ½") Waterbury
Greist Mfg Co The (Up to 1½" capacity) New Haven
Horberg Grinding Industries Inc (Heat treated and ground type only)
19 Staples Street Bridgeport
Humason Mfg Co The Forestville
Kerrin Company West Haven
Lowe Mfg Co The Wethersfield
National Automatic Products Company The Berlin
Nelson's Screw Machine Products Plantsville
New Britain Machine Company The New Britain
New Haven Screw Machine Prods Inc (up to 1½" capacity) Milford
Olson Brothers Company (up to ¾" capacity) Plainville
Olson & Sons R P Southington
Peck Spring Co The Plainville
Plume & Atwood Mfg Co The Thomaston
Scovill Manufacturing Company Waterbury 91
United Screw Machine Co Thomaston
Waterbury Machine Tools & Products Co (Brown & Sharpe and Davenport) Waterbury

Screw Machine Tools
American Cam Company Inc (Circular Form Tools Hartford
Pratt & Whitney Div Niles-Bement-Pond Co (Reamers, Taps, Dies, Blades and Knurls) West Hartford
Somma Tool Co (precision circular form tools) Waterbury

Screws
American Screw Company Willimantic
Atlantic Screw Works (wood) Hartford
Blake & Johnson Co The (machine and wood) Waterville
Bristol Company The (socket set and socket cap screws) Waterbury
Clark Brothers Bolt Co Milldale
Eagle Lock Co The Terryville
Holo-Krome Screw Corporation The (socket set and socket cap) West Hartford
Scovill Manufacturing Company Waterbury 91
Superior Manufacturing Co The Winsted

Screw—Sockets
Allen Manufacturing Company The Hartford
Bristol Co The Waterbury
Holo-Krome Screw Corp The West Hartford

Sealing Tape Machines
Better Packages Inc Shelton

Service Entrance Equipment
Trumbull Components Department, General Electric Co Plainville

Sewing Machines
Greist Mfg Co The (Sewing Machine attachments) 503 Blake St New Haven
Merrow Machine Co The (Industrial) Hartford
Singer Manufacturing Company The (industrial) Bridgeport

Shaving Soaps
J B Williams Co The Glastonbury

Shears
Acme Shear Co The (household) Bridgeport

Shells
Wolcott Tool and Manufacturing Company Inc Waterbury

Sheet Metal Products
American Brass Co The (brass and copper) Waterbury
Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) Durham
Charles Parker Co (sheet metal fabricators) Meriden
Parsons Co Inc W A (fabricators) Durham
Plume & Atwood Mfg Co The Thomaston
United Manufacturing Co Division of The W L Maxson Corp Hamden

Sheet Metal Stampings
American Brass Company The Waterbury
American Buckle Co The West Haven
DooVal Tool & Mfg Inc The Naugatuck
J H Sessions & Son Bristol
Patent Button Co The Waterbury
Plume & Atwood Mfg Co The Thomaston

Shipment Sealers
Better Packages Inc Shelton

Showcase Lighting Equipment
Wiremold Company The Hartford

Signals
H C Cook Co The (for card files)
32 Beaver St Ansonia

Signs
Berger Sign Co (neon electric-porcelain enamel-stainless steel) Hartford

Silk Screen Process Printing
Norton Co B H New Haven

Silk Screen Printing
Sirocco Screenprints New Haven

Silk Screening on Metal
Merriam Mfg Co (Displays and Specialties, to order) Durham

Sintered Metal Products
Raybestos Division of Raybestos-Manhattan Inc Bridgeport

Sizing and Finishing Compounds
American Cyanamid Company Waterbury

Slide Fasteners
G E Prentice Mfg Co The Kensington
North & Judd Manufacturing Co New Britain
Patent Button Co The Waterbury

Slings
American Steel & Wire Div of U. S. Steel New Haven

Smoke Stacks
Bigelow Company The (steel) New Haven
Norwalk Tank Co The South Norwalk

Soap
J B Williams Co The (industrial soaps, toilet soaps, shaving soaps) Glastonbury

Special Machinery
Boesch Mfg Co Inc Danbury
Black Rock Mfg Company The Bridgeport
Farrel-Birmingham Company Inc Ansonia
Federal Machine & Tool Co Bristol
Fenn Mfg Co The Newington
H P Townsend Mfg Company The Elmwood
National Sheradizing & Machine Co (mandrels & stock shells for rubber industry) Hartford
Swan Tool & Machine Co The Hartford

Special Parts
Fenn Mfg Co The Newington
Greist Mfg Co The (small machines, especially precision stampings) New Haven
J H Sessions & Son Bristol

Spinnnings
Gray Manufacturing Company The Hartford

Spline Milling Machines
Townsend Mfg Co The H P Elmwood

Sponge Rubber
B F Goodrich Sponge Products Division Shelton

Spray Painting Equipment and Supplies
Lea Manufacturing Co The Waterbury

Spring Coiling Machines
Torrington Manufacturing Co The Torrington

Spring Presses
Townsend Mfg Co The H P Elmwood

Spring Units
Owen Silent Spring Division American Chain & Cable Company Inc Bridgeport

Spring Washers
Barnes Co The Wallace Div Associated Spring Corp Bristol

Springs—Coil & Flat
Barnes Co The Wallace Div Associated Spring Corp Bristol
Bristol Spring Manufacturing Co Plainville
Foursome Manufacturing Co Bristol
Humason Mfg Co The Forestville
Newcomb Spring Corp The Southington
New England Spring Manufacturing Company Unionville
Peck Spring Co The Plainville

Springs—Flat
Barnes Co The Wallace Div Associated Spring Corp Bristol
Bristol Spring Manufacturing Co Plainville
Foursome Manufacturing Co Bristol
Humason Mfg Co The Forestville

Springs—Furniture
Owen Silent Spring Division American Chain & Cable Company Inc Bridgeport

Springs—Wire
Barnes Co The Wallace Div Associated Spring Corp Bristol
Bristol Spring Manufacturing Co Plainville
Colonial Spring Corporation The Hartford
Connecticut Spring Corporation The (compression, extension, torsion) Hartford
Foursome Manufacturing Co Bristol
Humason Mfg Co The Forestville
D R Templeman Co (coil and torsion) Plainville
J W Bernston Company (coil and torsion) Plainville
Newcomb Spring Corp The Southington

Springs, Wire & Flat
Autoyre Company The Oakville

Stamped Metal Products
American Brass Company The Waterbury

Stamps
Hoggson & Pettis Mfg Co The (steel) 141 Brewery St New Haven
Parker Stamp Works Inc The (steel) Hartford

Stampings
C & H Mfg Co Inc Watertown
Donahue Mfg Co Inc Watertown
DooVal Tool & Mfg Inc The Naugatuck
Foursome Manufacturing Co Bristol
Plume & Atwood Mfg Co The (small) Thomaston
Stanley Pressed Metal New Britain

Stampings—Small
Acme Shear Co The Bridgeport
Barnes Co The Wallace Div Associated Spring Corp Bristol
Bristol Spring Manufacturing Co Plainville
Greist Manufacturing Co The New Haven
Humason Mfg Co The Forestville

Stationery Specialties
American Brass Company The Waterbury

Steel
Stanley Works The (cold rolled strip) New Britain

Steel Castings
Farrel-Birmingham Company Inc Ansonia
Hartford Electric Steel Corp The (Carbon, low alloy and stainless steel and Ductile iron) Hartford
Malleable Iron Fittings Co Branford
Nutmeg Crucible Steel Co Branford

Steel—Cold Rolled Spring
Barnes Co The Wallace Div Associated Spring Corp Bristol

Steel—Cold Rolled Stainless
Ulbrich Stainless Steels Wallingford
Wallingford Steel Company Wallingford

Steel—Cold Rolled Strip and Sheets
American Steel & Wire Div of U S Steel New Haven
Detroit Steel Corporation New Haven
Wallingford Steel Company Wallingford

Steel Goods
Merriam Mfg Co (sheets products to order) Durham

Steel—Hot Rolled Strip
Northeastern Steel Corp Bridgeport

Steel Rolling Rules
Waterbury Lock & Specialty Co The Milford

Steel Strapping
Stanley Works The New Britain

Stereotypes
New Haven Electrotype Div Electrographic Corp New Haven

Stop Clocks, Electric
H C Thompson Clock Co The Bristol

Storage Batteries
R A E Storage Battery Mfg Co Glastonbury

Straps, Leather
Auburn Manufacturing Company The (textile, industrial, skate, carriage) Middletown

Structural Mouldings
Leed Co The H A Hamden

Studio Couches
Waterbury Mattress Co Waterbury

Super Refractories
Mullite Refractories Company The Shelton

Surface Metal Raceway & Fittings
Wiremold Company The Hartford

Surgical Dressings
Acme Cotton Products Co Inc East Killingly
Seamless Rubber Company The New Haven

Surgical Rubber Goods
Seamless Rubber Company The New Haven

Switches—Electric
General Electric Company Bridgeport

Swaging Machinery
Fenn Mfg Co The Newington
Hartford Special Machinery Co The Hartford

Switchboards
Distribution Assemblies Department, General Electric Co Plainville

Switchboards Wire and Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Synthetic Resins
American Cyanamid Co (Textile Resins, Paper Resins) Waterbury

Tabulating Equipment—Manual
Denominator Company Inc Woodbury

Tags
Waterbury Tag Company The (Paper and Cloth) Waterbury

Tanks
Bigelow Company The (steel) New Haven
Norwalk Tank Co The South Norwalk
Rolock Inc (Alloy) Fairfield
Storts Welding Company (steel and alloy) Meriden

Tape
Russell Manufacturing Company The (woven cotton and woven glass tape) Middletown

Tapes—Industrial Pressure Sensitive
Seamless Rubber Company The New Haven

Tape Recorders
Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc Meriden

Tape Recorder Magazines
Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc Meriden

Tap Extractors
Walton Company The West Hartford

Taps
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Tarred Lines
Brownell & Co Inc Moodus

Telemetering Instruments
Bristol Co The Waterbury

Telephone Answering & Recording Machines
Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc Meriden

Testers-Insulation
McNeal J D New Haven

Testers—Insulation Wire & Cable
Davis Electric Company Wallingford

Testers—Non-Destructive
Sperry Products Inc Danbury

Textile Machinery
Merrow Machine Co The 2814 Laurel St Hartford

Textile Mill Supplies
Ernst Bischoff Company Inc Ivoryton

Textile Printing Gums
Polymer Industries Inc Springdale

Textile Processors
American Dyeing Corporation (rayon, acetate, nylon, dacron, other synthetics) Rockville

Thermometers
Bristol Co The (recording and automatic control) Waterbury
Manning Maxwell & Moore Inc Stratford

Thermostats
Bridgeport Thermostat Company Inc (automatic) Bridgeport

Thin Gauge Metals
Plume & Atwood Mfg Co The Thomaston
Thinsheet Metals Co The (plain or tinned in rolls) Waterbury

Thread
American Thread Co The Willimantic
Belding Heminway Corticelli Putnam
Max Pollack & Co Inc Groton and Willimantic
Wm Johl Manufacturing Co Mystic

Thread Chasers
Geometric Tool Division, Greenfield Tap & Die Corp. New Haven

Thread Gages
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Thread Milling Machines
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Thread Rolling Machinery
Hartford Special Machinery Co The Hartford

Threading Machines
Grant Mfg & Machine Co The (double and automatic) Bridgeport

Timers, Interval
A W Haydon Co The Waterbury
H C Thompson Clock Co The Bristol
R W Cramer Company Inc The Centerbrook
Rhodes Inc M H Hartford

Timing Devices
A W Haydon Co The Waterbury
R W Cramer Company Inc The Centerbrook
Lux Clock Manufacturing Company Waterbury
Rhodes Inc M H Hartford
Seth Thomas Clocks Thomaston
United States Time Corporation The Waterbury

Timing Devices & Time Switches
A W Haydon Co The Waterbury
Lux Clock Manufacturing Company Waterbury
M H Rhodes Inc Hartford

Tinning
Thinsheet Metals Co The (non-ferrous metals in rolls) Waterbury
Wilcox-Crittenden Div North & Judd Mfg Co Middletown

Tool Hardening
Commercial Metal Treating Co Bridgeport

Tools
Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St New Haven

Tool Chests
Vanderman Manufacturing Co The Willimantic

Tool & Dies
C & H Mfg Co Inc Watertown
Lambro Tool-Die & Mfg Co Bridgeport
Metropolitan Tool & Die Hartford
Moore Special Tool Co Bridgeport
Swan Tool & Machine Co The Hartford

Tool, Dies, Jigs & Fixtures
O.S.A. Manufacturing Co Plainville
Otterbein Co J A Middletown
Riverside Mfg Co Inc The New Haven

Tools, Fixtures, Gauges
Fredericks Tool Co J F West Hartford

Toroidal Winding Machines
Boesch Mfg Co Inc Danbury

Tools, Dies & Fixtures
Greist Mfg Co The New Haven

Toys
Geo S Scott Mfg Co The Wallingford
Gong Bell Co The East Hampton
N N Hill Brass Co The East Hampton
Waterbury Companies Inc Waterbury

Tramways
American Steel & Wire Div of U S Steel New Haven

Transformers
Berkshire Transformer Corp The New Milford
Dano Electric Company Winsted

Trucks—Commercial
Metropolitan Body Company (International Harvester truck chassis and "Metro" bodies) Bridgeport

Trucks—Industrial
George P Clark Co Windsor Locks

Trucks—Lift
Excelsior Hardware Co The Stamford
George P Clark Co Windsor Locks

Trucks—Skid Platforms
Excelsior Hardware Co The (lift) Stamford

Tube Bending
Donahue Mfg Co Inc Watertown

Tube Clips
H C Cook Co The (for collapsible tubes) 32 Beaver St Ansonia
Weimann Bros Mfg Co The (for collapsible tubes) Derby

Tube Fittings
Scovill Mfg Co ("Uniflare") Waterbury

Tubers
Standard Machinery Co The (tubers for both rubber and plastic industries) Mystic (Advt.)

IT'S MADE IN CONNECTICUT

Tubes—Collapsible Metal
Sheffield Tube Corp The — New London

Tubing
American Brass Co The (brass and copper) — Waterbury
Bridgeport Brass Company (brass and copper) — Bridgeport
G & O Manufacturing Co (finned) — New Haven
Scoville Manufacturing Company (Brass and Copper) — Waterbury 91

Tubing—Flexible Metallic
American Brass Co Metal Hose Branch — Waterbury

Tubing—Heat Exchanger
American Brass Company The — Waterbury
Scovill Manufcturing Company — Waterbury 91

Tumbling Barrels
Henderson Bros Co The — Waterbury

Tumbling Equipment & Supplies
Tumbling Sales & Service Company — Greenwich

Tumbling Service
Tumbling Sales & Service Company, Esbec Tumbling Division — Meriden

Typewriters
Royal Typewriter Co Inc — Hartford
Underwood Corporation — Hartford

Typewriters—Portable
Royal Typewriter Company Inc — Hartford
Underwood Corporation — Hartford

Typewriter Ribbons and Supplies
Royal Typewriter Comany Inc — Hartford
Underwood Corporation — Hartford and Bridgeport

Ultrasonic Processing Equipment
General Ultrasonics Co The — Hartford

Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div) — Mystic

Vacuum Bottles and Containers
American Thermos Bottle Co — Norwich

Vacuum Cleaners
Electrolux Corporation — Old Greenwich
Spencer Turbine Co The — Hartford

Valves
Norwalk Valve Company (sensitive check valves) — South Norwalk

Valve Discs
Colt's Manufacturing Company — Hartford

Valve—Automobile Tire
Bridgeport Brass Company — Bridgeport

Valves—Radiator Air
Bridgeport Brass Company — Bridgeport

Valves—Relief & Control
Beaton & Caldwell Mfg Co — New Britain

Valves—Safety & Relief
Manning Maxwell & Moore Inc — Stratford

Vanity Boxes
Bridgeport Metal Goods Mfg Co — Bridgeport
Plume & Atwood Manufacturing Co — Thomaston

Varnishes
Staminite Corp The — New Haven

Vegetable Peelers
Colt's Manufacturing Company — Hartford

Velvets
American Velvet Co (owned and operated by A Wimpfheimer & Bro Inc) — Stonington
Leiss Velvet Mfg Co Inc The — Wilimantic
Velvet Textile Corporation The (Velveteen) — West Haven

Venetian Blinds
Findell Manufacturing Company — Manchester
Jennings Company The S Barry — New Haven
New England Shade & Blind Co Inc — Durham

Venetian Blind Tape
Russell Manufacturing Company The (woven cotton and woven plastic) — Middletown

Ventilating Systems
Colonial Blower Company — Plainville

Vertical Shapers
Pratt & Whitney Div Niles-Bement-Pond Co — West Hartford

Vibrators—Pneumatic
Branford Co The (industrial) — New Haven

Vinyl Extrusion & Moulding Compounds
Electronic Rubber Co — Stamford

Vises
Charles Parker Co The — Meriden
Fenn Manufacturing Company The (Quick-Action Vises) — Newington
Vanderman Manufacturing Co The (Combination Bench Pipe) — Willimantic

Wall Paper
Stamford Wall Paper Co Inc — Stamford

Washers
American Felt Co (felt) — Glenville
Auburn Manufacturing Company The (all materials) — Middletown
Blake & Johnson The (brass, copper & non-ferrous) — Waterville

Washers (Continued)
Clark Brothers Bolt Co — Milldale
Humphrey Fabricating Corp — Unionville
Plume & Atwood Mfg Co The (brass & copper) — Thomaston
J H Rosenbeck Inc — Torrington
Saling Manufacturing Company (made to order) — Unionville

Washers—Felt
Chas W House & Sons Inc (Mills & Cutting Plant) — Unionville

Watches
E Ingraham Co The — Bristol
United States Time Corporation The — Waterbury

Water Heaters
Whitlock Manufacturing Co The (instantaneous & storage) — Hartford

Water Heaters—Electric
Bauer & Company Inc — Hartford

Water Heaters—Gas or Kerosene
Holyoke Heater Corp of Conn Inc — Hartford

Waxes
Harrison Company The A S (and other protective coatings) — South Norwalk

Waxes—Floor
Fuller Brush Co The — Hartford

Wedges
Saling Manufacturing Company (hammer & axe) — Unionville

Welding
Farrel-Birmingham Company Inc — Ansonia
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) — New Haven
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators) — Hartford

Welding—Lead
Storts Welding Company (tanks and frabrication) — Meriden

Welding Rods
American Brass Company The — Waterbury
Bridgeport Brass Company — Bridgeport
Bristol Brass Co The (brass & bronze) — Bristol

Wheels—Industrial
George P Clark Co — Windsor Locks

Wicks
Auburn Manufacturing Company The (felt, asbestos) — Middletown
Holyoke Heater Corp of Conn Inc — Hartford

Wiffle Ball
Wiffle Ball Inc The — New Haven

Window & Door Guards
Hartford Wire Works Co The — Hartford
Smith Co The John P — New Haven

Window Shades
New England Shade & Blind Co Inc — Durham

Wiping Cloths
Federal Textile Corporation — New Haven

Wire
American Brass Company The — Waterbury
American Steel & Wire Div of U S Steel — New Haven
Atlantic Wire Co The (steel) — Branford
Bartlett Hair Spring Wire Co The (hair spring) — North Haven
Bridgeport Brass Company (brass and silicon bronze) — Bridgeport
Bristol Brass Corp The (brass & bronze) — Bristol
Driscoll Wire Co The (steel) — Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet) — Winsted
Platt Bros & Co The (zinc wire) P O Box 1030 — Waterbury
Plume & Atwood Mfg Co The (brass, bronze, nickel silver) — Thomaston
Scovill Manufacturing Company (Brass, Bronze and Nickel Silver) — Waterbury 91

Wire and Cable
General Electric Company (for residential, commercial and industrial applications) — Bridgeport
Rockbestos Products Corporation (all asbestos, mining, shipboard and appliance applications) — New Haven

Wire Arches & Trellises
Hartford Wire Works Co The — Hartford
John P Smith Co The 423-33 Chapel St — New Haven

Wire Baskets
Wiretex Mfg Co Inc (Industrial, for acid, heat, treating and degreasing) — Bridgeport

Wire Cloth
Hartford Wire Works Co The — Hartford
C O Jeliff Mfg Co The (all metal, all meshes) — Southport
Pequot Wire Cloth Co Inc — Norwalk
Rolock Inc (Alloy) — Fairfield
Smith Co The John P — New Haven

Wire Drawing Dies
Waterbury Wire Die Co The — Waterbury

Wire Dipping Baskets
Hartford Wire Works Co The — Hartford
John P Smith Co The 423-33 Chapel St — New Haven

Wire Formings
Autoyre Co The — Oakville
G E Prentice Mfg Co The — Kensington
Master Engineering Company — West Cheshire
North & Judd Manufacturing Co — New Britain
Turner & Seymour Manufacturing Co The — Torrington
Verplex Company The — Essex

Wire Forms
Barnes Co The Wallace Div Associated Spring Corp — Bristol
Bristol Spring Manufacturing Co — Plainville
Colonial Spring Corporation The — Hartford
Connecticut Spring Corporation The — Hartford
Foursome Manufacturing Co — Bristol
Humason Mfg Co The — Forestville
New England Spring Mfg Co — Unionville
Templeman Co D R — Plainville
Terryville Manufacturing Co — Terryville

Wire Goods
American Buckle Co The (overall trimmings) — West Haven
Patent Button Co The — Waterbury
Scovill Manufacturing Company (To Order) — Waterbury 91

Wire Partitions
Hartford Wire Works Co The — Hartford
John P Smith Co The 423-33 Chapel St — New Haven

Wire Products
Clairglow Mfg Company — Portland
Humason Mfg Co The — Forestville
Plume & Atwood Mfg Co The (to order) — Thomaston

Wire Reels
A H Nilson Mach Co The — Bridgeport

Wire Rings
American Buckle Co The (pan handles and tinners' trimmings) — West Haven
Humason Mfg Co The — Forestville
Templeman Co D R — Plainville

Wire Rope and Strand
American Steel & Wire Div of U S Steel — New Haven

Wire Shapes
Bridgeport Chain & Mfg Co — Bridgeport

Wire—Specialties
Andrew B Hendryx Co The — New Haven

Wooden Boxes
Wallingford Planing Mill Co Inc — Yalesville

Wood Handles
Salisbury Cutlery Handle Co The (for cutlery & small tools) — Salisbury

Wood Scrapers
Fletcher-Terry Co The — Forestville

Woodwork
C H Dresser & Sons Inc (Mfg all kinds of woodwork) — Hartford
Hartford Builders Finish Co — Hartford

Woven Felts—Wool
Chas W House & Sons Inc (Mills & Cutting Plant) — Unionville

Yarns
Hartford Spinning Incorporated (Woolen, knitting and weaving yarns) — Unionville
Aldon Spinning Mills Corporation The (fine-woolen and specialty) — Talcottville
Ensign-Bickford Co The (jute-carpet) — Simsbury

Zinc
Platt Bros & Co The (ribbon, strip and wire) P O Box 1030 — Waterbury

Zinc Castings
Newton-New Haven Co Inc — 688 Third Ave West Haven (Advt.)

Let's Lead Again

(Continued from page 15)

Research Must Be Specific

Again, the question arises, "Just what, specifically, can we do about the situation?"

One answer is that each one of us, to the extent that we can exert an influence in the management of any business enterprise, can insist that the research and development program be kept up to standard, and that it have its proper place "under the sun". It is a mistake to be satisfied with haphazard and disconnected ideas and projects which are active only whenever people "have time". Research and development effort, to be effective, must be an organized entity within a company. In line with the above statistics, we should not be satisfied until for every 100 employees in the average manufacturing concern, there is at least one top notch engineer or scientist who is applying all the available discoveries and techniques of modern science to improve products or processes, develop new products, or reduce costs. And by the way, the latter category—cost reduction—is generally a too-much-forgotten target of research.

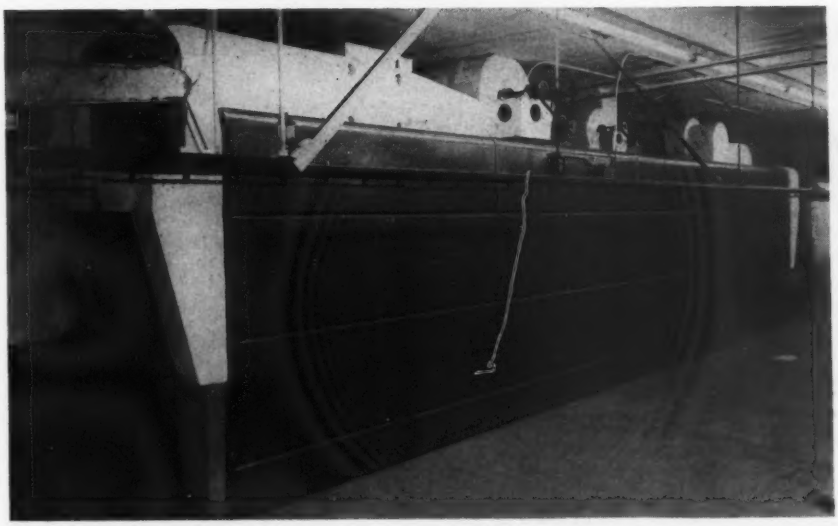
It is not necessary to be a large manufacturer to "afford" research. Regardless of size, the typical company must have it in some form, or it will eventually be out of business. It should be budgeted, like advertising and other similar expenditures. An overall average in most industries is about two percent of gross sales, but such expenditures, in order to be effective, must be reasonably constant from year to year. Otherwise, much effort will be wasted.

From the broad viewpoint our whole pattern of life—the homes we live in, the automobiles, planes and trains we ride in, the food we eat, the medicine to heal our ills—are all the end results of scientific research and development. The kind of life we will lead tomorrow—the kind of industry we will have—will be determined by the research which our manufacturers do today. The pattern of our industrial progress lies in a successful partnership between those who create good things and those who make them. It must involve close teamwork between research and manufacturing.

Advertising Index

Clean, even Electric Heat

for Higher Production, Improved Quality Lower Unit Cost



23-foot horizontal drying oven with dual-strand conveyor

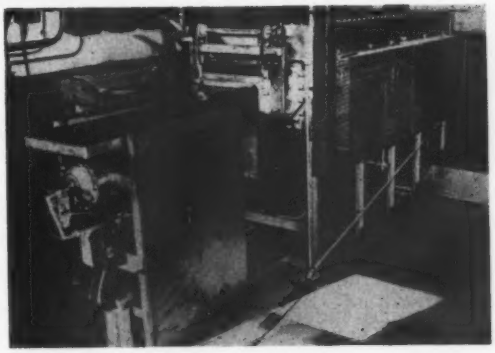
Electric ovens and furnaces are adaptable to mass production.

Compact ovens and furnaces can be placed right in the production line. Saves time and handling.

Closely controlled operating conditions are maintained automatically.

Electric heat's efficient heat transfer reduces processing time in drying, baking, heat treating and other operations. Costs are materially reduced, because rejects, reruns and losses are held to a minimum.

Radiation losses are low, reducing temperature of the working area.



Multi-purpose pusher type furnace used to heat treat and quench-harden 500 lbs. of gears per hour.

Consult your Industrial Power Engineer

He'll be glad to be of assistance

The Connecticut Light and Power Company

The Hartford Electric Light Company

The Connecticut Power Company

The United Illuminating Company

In every season, for every reason . . .

QUALITY SERVICE **BALCO** FUEL OILS

SPEEDS RELIABLE BUNKER "C"

WHEN AND WHERE YOU NEED IT!

Balco's modern, all weather delivery fleet is constantly on the go within Connecticut, Massachusetts and Rhode Island—delivering an unlimited supply of this modern fuel.

Back of this dependable service stand Balco's storage depots—vast storage centers which guarantee no shortages, no delays when Bunker "C" is needed.

Above all, the widespread and growing use of Balco Bunker "C" testifies to its unparalleled heating ease, efficiency and economy.

Now is the time to plan for next winter's heating needs. Balco's trained engineers stand ready to solve both your long range and immediate heating needs. Phone Hartford JA 9-3341 or write Box 1078, Hartford, for prompt advice.

The BALLARD OIL Co.

QUALITY SERVICE BALCO FUEL OILS

HARTFORD, CONNECTICUT